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|-----------|---------------------|----------------------|-----------|
| Lebanon   | \$600 Iran          | Rs210 Pakistan       | Rs25      |
| Denmark   | 600,000 Israel      | Sh14,000 Philippines | Ps40      |
| Belgium   | 870,000 Italy       | £2200 Poland         | 23 17,000 |
| Cyprus    | 231,000 Jordan      | JD120 Portugal       | Es165     |
| Germany   | 1,000,000 Kuwait    | WD1000 Qatari        | QR100     |
| Spain     | 231,000 Luxembourg  | LE1,000 Singapore    | S\$110    |
| Finland   | 1,000,000 Lebanon   | PL1,000 Spain        | Pe115     |
| France    | PL1,000 Libya       | PL1,000 Sweden       | SE112     |
| Germany   | PL1,000 Luxembourg  | DK1,000 Switzerland  | CHF100    |
| Italy     | PL1,000 Morocco     | DK1,000 Turkey       | TL100     |
| Hungary   | PL1,000 Netherlands | DK1,000 Turkey       | TL100     |
| Iceland   | PL1,000 North Korea | DK1,000 Turkey       | TL100     |
| India     | PL1,000 Norway      | DK1,000 Turkey       | TL100     |
| Indonesia | PL1,000 Oman        | DK1,000 UAE          | Dir100    |

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THE FINANCIAL TIMES LIMITED 1991

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

Friday March 1 1991

NETHERLANDS

Farmers' anger at  
EC subsidy moves

Page 30

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## World News

### Soviet miners begin strike for 150 per cent pay rise

The Soviet government faces a new challenge to its authority today as nearly a million miners from the main Soviet coal areas start an indefinite strike for higher pay, better food and decent housing. The miners are trying to boost their wages by up to 150 per cent. Page 18

**BNL fraud charges**  
Two officers of a US subsidiary of Italy's Banca Nazionale del Lavoro (BNL) were indicted along with eight others in a scheme to defraud the bank of more than \$1bn for the benefit of the Iraqi government.

**Building collapses**  
Radio reports said 40 people were killed and about 100 trapped when a four-year-old building collapsed in an Afghan town. Defective foundations were blamed.

**New Soviet adviser**  
President Mikhail Gorbachev appointed a middle-ranking Communist party official as his economic adviser, confirming his increasing reliance on the party and split with Soviet radicals. Page 6

**Bangladesh poll**  
Mrs Khaleda Zia looked set to be the next leader of Bangladesh after her party emerged victorious in the country's first free parliamentary elections in 20 years. Page 8

**Draft plan rejected**  
The king of Thailand rejected an interim constitution proposed by a military junta which seized power in a bloodless coup last weekend. Page 8

**Killing 'not political'**  
Tunisia said that Wednesday's killing of Robert-Jan Akkermans, a Dutch diplomat responsible for contacts with the Palestine Liberation Organisation, was not politically motivated despite a report that he was killed by a "pro-Iraqi group".

**Shuttle launch delayed**  
US space officials postponed the shuttle Discovery's planned launch in order to repair cracked fuel door hinges on the spacecraft.

**Ethiopian setback**  
A fresh outbreak of fighting between rebels and government troops in the Ethiopian highlands has set back peace hopes and could threaten famine relief efforts. Page 8

**Seoul clampdown**  
South Korean police raided seven universities and seized thousands of firebombs and other weapons in a pre-emptive strike to stop violent anti-government demonstrations.

**Letter condemned**  
Uffe Ellermann-Jensen, the Danish foreign minister, denounced a letter signed by 22 Danish politicians which urged the Philippines to shut down US military bases on its soil.

**Newsprint runs low**  
Cuba is cutting back printing and circulation of its already reduced national and provincial newspapers because of a severe shortage of newsprint sourced from the Soviet Union.

## Business Summary

### Ciba-Geigy cuts dividend as operating profit falls

Ciba-Geigy, Switzerland's leading chemicals group, is cutting its dividend after posting a fall of more than 33 per cent in operating profit to just over SF1bn (\$735m) in 1990.

The board proposes to lower the dividend from SF165 to SF160 a share and participation certificate. Page 19

**MARKETS: Wall Street:** At mid-session, Dow Jones Industrial Average was 8.62 lower at 2,630.45. Tokyo: Nikkei closed up 213.97 at 26,409.22. Back Page, Section II: Lex, Page 18

**PHILIPS:** Dutch electronics group - reporting record multi-billion guilders loss for 1990 - said sales had dropped in early 1991, but predicted it would end year with a profit. Page 19

**EUROPEAN monetary union:** Chancellor Helmut Kohl, defending Germany's policies on EMU, insisted that "convergence in economic and budgetary policies" was the decisive condition for moving to European currency. Page 18

**BARCLAYS:** UK's largest clearing bank, suffered bad debts totalling more than \$200m (£150m) in the UK last year as recession took its toll. Page 19, Lex, Page 18

**SPANISH Treasury:** following Bank of England's half percentage point interest rate cut, lowered interest rates on its treasury bills and three and five-year bonds. Page 18

**ICL:** largest UK manufacturer, reported annual pre-tax profits down from £1.53bn (\$2.9bn) in 1989 to £977m in 1990. Page 19

**CANADA'S** gross domestic product shrank by an annualised 4 per cent, adjusted for inflation, in fourth quarter of 1990. Biggest decline since 1981-83 recession. Page 6

**NATIONAL Australia Bank:** is to make a rights issue to raise up to \$A1.1bn (\$886.1m). Page 19

**RIO Alcan:** Canadian mining and metals group, has declared a special dividend and is paying almost half its bonus issue up for sale. Page 20

**STATOIL:** Norwegian state oil company, announced record 74 per cent increase in pre-tax profits, before extraordinary items, of Nkr14.4bn (\$2.42bn) in 1990. Page 22

**POLAND:** US wants to secure agreement to write off much of Poland's \$35bn debt to foreign governments before President Lech Wałęsa visits Washington. Page 6

**CETUS:** US biotechnology company, has won legal battle against US chemicals giant Du Pont. The suit threatened to invalidate Cetus patents covering microbiology technology. Page 20

**MORGAN Grenfell:** UK merchant banking subsidiary of Germany's Deutsche Bank, has been appointed by Vladivostok authorities in Soviet far east to advise on developing local infrastructure and economy. Page 6

**ANGLOVAAL:** South African mining house, increased turnover and profits in six months to end-December. Page 21

## Iraqis agree to comply with UN resolutions but other issues remain unsettled

# Allies begin search for peace

By Peter Riddell in Washington and David White and Alison Smith in London

STEPS TO look beyond the Gulf war and secure a lasting peace were under way in allied capitals yesterday as Iraq's government agreed to comply with all United Nations Security Council resolutions on the crisis while not yet accepting the US and allied terms for a permanent ceasefire.

After the exhilaration in Washington following the US President George Bush's declaration on Wednesday night of allied victory, there was a low-key mood yesterday as discussions focused on the practical matters of bringing the troops home and on post-war diplomatic moves.

The White House said that until Iraq agreed to all the coalition demands, the suspension of offensive military action declared by Mr Bush early yesterday would remain in force.

This would apply even if Iraq exceeded the 48-hour deadline set for discussions on the military arrangements. Hostilities will only restart if Iraqi fires on the allies and launches Scud missiles against other countries.

The sheer size of the allied victory became clearer yesterday as defence officials in London put the total of Iraqi war prisoners as high as 175,000. There was no authoritative figure on the number of Iraqi casualties but Saudi officials said that there could be between 60,000 and 100,000 dead and wounded.

The Iraqis are also believed to have lost 3,500 of the 4,000-plus tanks they had deployed in the Kuwait region and most of their heavy guns and armoured vehicles.

A British defence official said that the Iraqi army was well equipped but devoid of training and tactical depth. "It was totally out of its depth," he said.

Once Iraq agrees to all the allied conditions - the immediate release of all prisoners of war, third country nationals and the estimated 40,000 Kuwaiti detainees and to provide information on the location of all sea and land mines

General Norman Schwarzkopf, the allied commander, will meet his Iraqi military counterpart to set the details on how a formal ceasefire would be put into effect.

Mr John Major, Britain's prime minister, called the allied operation "one of the most remarkable military campaigns of all time", and said that the task now was to "look to the future and secure peace".

The White House said that

determined optimist after the liberation of the country, but it neither damped the celebrations nor worried the firefighters.

All tanks are ablaze, but the fires will soon burn out or be extinguished, and the refineries appear to have escaped with only partial damage.

Mr Manhal al-Jesira, fire and safety engineer at the Mina al-Ahmad refinery, said: "Davages are minimal here. It's only a few tanks, which

no timetable had yet been set for the withdrawal of US troops, although a pull-out could take several months to complete.

Mr Bush and Mr James Baker, US secretary of state, continued discussions with other world leaders on post-war arrangements.

Mr Baker has already asked Mr Alexander Bessmertnykh, Soviet foreign minister, to urge the Iraqis to agree to the allied ceasefire terms, which

Continued on Page 18

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Mr al-Jesira looks relatively unscathed, although the allies bombed some of the units which were making refined products for the Iraqi army about a month ago. The workers - who stole petrol during the occupation by

Continued on Page 18

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## THE GULF CEASEFIRE

# Reconstruction of emirate will take years

Tony Walker explains how the Kuwaitis plan to get their devastated country up and running again

THE reconstruction of Kuwait presents the emirate with an enormous challenge, requiring big sacrifices by Kuwaitis, said the emir, Sheikh Jaber al-Ahmed al-Sabah, this week.

It was certainly no underestimate of the task facing the newly-restored government under his cousin, Sheikh Saad al-Abdullah al-Sabah, the crown prince and prime minister.

With oil fires burning in almost two-thirds of the emirate's 550 wells, extensive damage to refineries and other vital installations, and with power stations and de-salination plants vandalised, reconstruction work will go on for years.

Estimates of the cost of rebuilding Kuwait range from \$50bn (£25.5bn) to \$100bn. But until engineers have surveyed the damage, these figures

remain highly speculative.

"Realistically they won't know the cost until they go back in and do all the surveys," said Mr Christopher Wilton, Britain's senior commercial attaché in Saudi Arabia, who has helped establish a British trade office in the country's Eastern Province.

Prudently, the Kuwaiti authorities have been planning for months for their return in the knowledge that failure to handle post-war reconstruction efficiently would reflect badly on the regime.

Many Kuwaitis already criticise the ruling al-Sabah family for lack of foresight in dealing with the Iraqi menace.

Kuwaiti rulers see the restoration of water, electricity and sewerage as the first priority. Planning for this was entrusted to Mr Ibrahim al-

Shaheen, a senior Kuwaiti civil servant and an architect, who heads the Kuwait Economic Reconstruction team.

Mr al-Shaheen, who made his headquarters in Dhahran, has negotiated dozens of contracts for rehabilitation work in Kuwait, of which at least 70 per cent have gone to US companies. The remainder have been distributed among other coalition partners, including Saudi Arabia, Britain and Egypt.

But Kuwaiti officials are making it clear that price remains an important consideration in negotiating tenders, and this message is being pressed home in discussions between Kuwait and allied officials.

"Our first priority," he said, "is to get utilities throughout the city operating. Restore power lines and sewage pumps and carry out limited

repairs on roads to get the city functioning again." Other priorities included bringing hospitals back into operation quickly, opening the airport, ensuring medical supplies and arranging food distribution.

A special committee under Mr Abdal Hameed al-Hussein, a senior official of the Finance Ministry, has been negotiating food contracts to prepare for the return to Kuwait. He has signed contracts for the quick supply of rice, sugar, milk, lentils, tomato paste and baby food to feed a population that could rise from less than 500,000 to about 1m within three months.

Mr al-Hussein said that his committee was also buying water from Turkey to replace lost production in Kuwait's de-salination plants. Water from Turkey was being trucked across Jordan and Saudi Arabia.

Food, detergents and cleaning equipment would be provided to Kuwaiti residents free of charge for the first month, and then on a subsidised basis. "Kuwait helped many countries who suffered disaster in peaceetime, sometimes we were the first to help," he said. "Now our responsibility is to help our people in Kuwait."

KERO, under the direction of the US Army Corps of Engineers, has divided Kuwait city into eight areas and has asked US consulting engineers to conduct surveys to determine what needs to be done in each area. These individual surveys will form the basis of a master plan. Mr Wood, who described the rehabilitation of Kuwait as the "biggest reconstruction job in living memory", said: "The day the war is over the disaster begins for us."

## Power supply needed quickly

By Andrew Baxter

SECURING short-term power supplies is the immediate aim in rebuilding Kuwait's war-torn electricity industry. Mr Suleiman Mutawa, planning minister, said on Wednesday that equipment was already available in nearby countries.

With reports indicating that much of the country's network has been heavily damaged or destroyed, the prospect of work in Kuwait is generating great interest in the world's contract-hungry power engineering groups.

The quickest way to obtain temporary power, industry experts say, is to bring in medium-sized gas turbines, mounted on low loaders, connect them to a gas supply, and use them to power large buildings or districts. "All sorts of suppliers will be hanging on the ministry's door offering this equipment," said one consultant yesterday.

In the long term, Kuwait has to decide what its power needs will be, and much will depend on its population policy and the availability of oil and gas. Before the invasion by Iraq, Kuwait had forecast a rise in demand, and in 1989 it awarded a \$600m contract to Japan's Mitsubishi Heavy Industries to supply generators and turbines for the planned 2,400MW Sabiya power station in northern Kuwait.

But the Sabiya project was suspended after the invasion, and Mitsubishi has stopped work on the equipment it was due to deliver. Mitsubishi hopes the contract will be revived.

With recession in many big western markets, and a dearth of new nuclear power station orders, there is not much new capacity being added worldwide. So even 10,000MW of new capacity would be "pretty hard fought over", said Mr Steve Thomas, senior fellow at Sussex University's Science Policy Research Unit.

In an industry where success depends crucially on contracts built up over many years, Mitsubishi, Japan's biggest maker of energy-related equipment, may have an advantage on contracts for generators and turbines. But other suppliers such as the Anglo-French GEC Alsthom, the Swiss-Swedish Asea Brown Boveri (ABB) and Westinghouse of the US are thought unlikely to miss any opportunity to bid.

But there are two big unresolved questions. First, how much damage has been caused by bombing to power stations already built?

Kuwait has two other 2,400MW stations, one completed a year ago and another that has been functioning since about 1983. Mr Mike Cunliffe, partner at Tyneside-based consulting engineers Merz and McLellan, believes it is highly unlikely that these installations have been damaged beyond repair.

With the cost of a new 2,400MW station running at \$200m, "you can do an awful lot of remedial work with that," he said.

Merz and McLellan designed the plant and equipment for Sabiya, and Mr Cunliffe, along with other consultants, is pushing hard to get involved in damage assessment work in Kuwait.

The second question is the extent of damage to the power distribution network. This could involve rehabilitation of around 20 high-voltage substations, about 80 per cent of which were originally supplied by ABB.

## EC aid for Iraq

The European Commission yesterday announced Ecu500,000 (£250,000) emergency aid for water purification equipment for Iraq. Neutral reports from Brussels.

A mobile water treatment plant, to be bought and operated by the International Red Cross, would arrive in Baghdad tomorrow.

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## Bechtel to rebuild oil facilities

By Louise Kehoe

In San Francisco

BECHTEL Corporation of San Francisco has won the contract to rebuild Kuwait's petroleum facilities. The engineering and construction company said that it had signed a letter of intent for project management with the Kuwait Petroleum Company.

Petroleum experts believe the cost of rebuilding Kuwait's oil, natural gas and petrochemical facilities could reach \$100bn. Bechtel cautioned, however, that nobody had yet had an opportunity to fully assess the damage in Kuwait.

The large project involves damage assessment, planning, engineering, procurement and construction.

Bechtel engineers are working on the planning and logistical aspects of the project.

Bechtel said its first priority would be to establish water, power and fuel supplies as well as work camp accommodation for an estimated 4,300 workers Bechtel plans to send to Kuwait. These will include subcontractors who have yet to be named. In addition, the Kuwait Petroleum Company will have about 1,300 of its own people working on the project.

Bechtel is the first US company to reveal heavy involvement in Kuwaiti reconstruction plans. Other big US construction companies, including Fluor and Parsons, both of California, are also expected to play a role.

Fluor, which has also worked extensively on Middle East Petroleum industry projects, said it was "in discussions with representatives from Kuwait."

Parsons said it would expect its extensive operations in Kuwait to resume shortly. Before the invasion, Parsons was involved in several large projects in Kuwait including construction of roads, water supply and treatment facilities and one of the world's largest oil-fired power stations.

As efforts get under way to refurbish basic facilities in Kuwait, AT&T said it would re-establish international telephone links this weekend by moving an earth satellite station to Kuwait City. It was discussing with Kuwaiti officials how to help restore state-of-the-art communications facilities.

The US computer industry expects big orders from Kuwait. Virtually all the computers that were in Kuwait have been destroyed or carted off to Iraq. An International Business Machines dealer in Saudi Arabia has an initial contract to replace many of the data systems.

## Freeze on Kuwaiti assets to stay for time being

By Rachel Johnson, Economics Staff

KUWAITI and Iraqi assets in the UK and the US are to remain frozen for the time being even though the Gulf war has ended, both national treasuries indicated yesterday.

However, the clampdown on the country's financial assets is under continuous review in the UK and the US. It is expected that the resolution of the war will swiftly precipitate the freezing of Kuwaiti assets in the UK.

As the bulk of the country's external assets are booked and run through the UK, the Bank of England imposed tight controls on withdrawals from any Kuwaiti-controlled accounts. Kuwaiti businesses in the UK have also been operating under restrictions. The National Bank of Kuwait has temporarily been moved to London.

A punitive freeze on Iraqi assets was also imposed by the Bank of England under emergency powers granted by the Treasury and Foreign Office.

The sudden clampdown on

control now that Iraq has withdrawn.

A protective freeze on Kuwaiti assets against withdrawals by Iraq was imposed on August 2 at the request of the Kuwaiti government.

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The sudden clampdown on

Kuwaiti and Iraqi financial assets created severe difficulties for UK and Kuwaiti banks and ex-residents, and as the Gulf crisis lengthened, the freeze was progressively relaxed.

Last November, the Bank lifted restrictions on the private accounts of Kuwaiti ex-residents. This week the US Treasury and the Bank of England allowed seven Kuwaiti banks to square their books. They can now draw on their bank deposits and settle outstanding interbank claims.

Yesterday, Tokyo's Ministry of Finance took a similar decision to allow the seven Kuwaiti banks access to their accounts. It asked banks and brokerages to check the authenticity of transactions.

## Airlines resume Mideast flights

By Paul Betts, Aerospace Correspondent

INTERNATIONAL airlines are

resuming flights to the Middle East, although an air traffic exclusion zone will remain over the Gulf war theatre until there is a complete "cast iron" end to hostilities, the International Air Transport Association (IATA) said yesterday.

Several large airlines yesterday announced resumption of services to several Middle East destinations, following the ceasefire.

Air France resumes its Tel Aviv flights on Sunday and to Riyadh next week. Lufthansa is re-starting its Tel Aviv service today; British Airways plans to resume services to Tel Aviv, Bahrain, Riyadh, Kuwait and other destinations as soon as possible.

IATA said airline war risk

insurance premiums were falling from their peaks during the war. But the Geneva-based organisation, which groups 200 airlines, said the exclusion zone for flights over Iraq and immediately over the war zone would continue until there was certain evidence that the peace was holding.

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Air France resumes its Tel

IATA said yesterday airlines worldwide lost more than \$1bn (250m) in January alone because of the crisis. This included \$600m for European airlines, \$200m for Middle East carriers, over \$200m for North American companies, and \$60m

for rest-of-the-world airlines. Mr Gunter Eser, IATA director-general, said he would be surprised if international scheduled air traffic this year grew by 3-4 per cent.

Last summer, IATA was forecasting 6-7 per cent growth. "We have no idea as to the financial results will be, except very disappointing," he added.

In January, average worldwide loss of traffic was 12 per cent against the same month last year. Middle East carrier traffic fell 36 per cent, European airlines 12 per cent, North American carriers 5 per cent and other regions 9 per cent.

About 15,400 flights were cancelled in January, but there were now signs that business was picking up.

## UK group bids for water contract

By Ian Rodger in Tokyo

THE Japanese government and

business community, embarrassed by their country's unwillingness to share the human risks of the Gulf war, are difficult about grabbing a share of the spoils of peace.

"We should participate in the rebuilding of Kuwait only in a humanitarian way, not in a commercial way," said Mr Hideya Tada, general manager of International planning at the big Marubeni trading company, said yesterday.

Other business leaders suggested that they would not accept Gulf reconstruction contracts, but would respond if asked to help.

The government is to donate

emergency medical supplies

for use in Kuwait, and it is sending experts to help deal with the oil spills in the Gulf.

No large scale financial aid was being sought by Kuwait and none would be provided.

Instead, Japan was looking to increase its economic aid to the poorer Middle Eastern countries that had been hurt by the war.

As for aid to Iraq, nothing other than the most basic humanitarian help would be provided until the government accepted its international responsibilities and renounced terrorism. Businessmen too said they would steer clear of Iraq until it had an acceptable

political system in place.

The foreign ministry said Japanese companies were unlikely to be invited to participate in the contracts to rebuild Kuwait's infrastructure, with the possible exception of those that built the water desalination plants.

These companies would be in the best position able to repair them rapidly, he suggested, and, if asked, the Japanese government would be ready to step in to help finance the work.

Meanwhile, the Keidanren, the federation of leading business organisations, announced that it was setting up a fund to aid refugees.

## Restarting crude production is Kuwait's priority

By Deborah Hargreaves and David Owen

FIREFIGHTERS are standing by to fly out to tackle Kuwait's 600 oil well fires at a day's notice, but it could take more than two years to control the fires and get oil production back to its pre-invasion level.

As the fighting stops, the extent of the damage to Kuwait's oil industry is becoming more apparent. The priority will be to tackle the blazes and restart crude production.

"No longer can we talk about damage, it looks more like a disaster," said Mr Nader Sultan, president of Kuwait Petroleum International.

Mr Brian Krause, a firefighter

with the Red Adair company in Houston, Texas, said he was expecting to leave for Kuwait on an initial damage assessment trip early next week.

The Kuwaitis are currently looking at laying a pipeline from the Shuaiba 30-40 miles inland to bring water for cooling the well fires. The pipes have been stockpiled in Saudi Arabia and it could take construction teams about 30 days to lay on water and install pumping stations.

The Kuwaiti government flew out

their output to replace Kuwaiti and Iraqi oil since last August's invasion could take on part of the quota for these two countries. Iraq and Kuwait are likely to be able to export oil for at least three months.

In this way, the delegates said, the gap between countries' production quotas and their actual capacity could be narrowed. This would primarily affect Saudi Arabia and Venezuela, since they are the only countries with sizeable spare capacity.

Mr Mehdi Varzi, oil analyst at

Kleinwort Benson, believes Saudi Arabia will be looking to produce 6m-6.5m b/d - the country's production quota is 4.5m b/d and it is currently producing 8.5m b/d.

"But the market doesn't really matter," he said. "The sheer prospect of a cut will fire market psychology."

POWER  
SUPPLY  
RECEIVED  
QUICKLY

## THE GULF CEASEFIRE

## Allies believe Iraqi dead and wounded may top 85,000

By Tony Walker in Riyadh and David White and Paul Abrahams in London

BRITISH and US commanders seemed almost awed yesterday when describing the scale of the allied victory. The British said 175,000 Iraqi soldiers had been captured, while some Allies believe the number of wounded and dead is likely to be over 85,000.

Prince Bandar bin Sultan, the Saudi ambassador to the US said in Washington on Thursday that the number of Iraqi dead and wounded was between 80,000 and 100,000. Others fear the numbers may be higher.

These figures contrasted sharply with US casualties which yesterday stood at 79 killed, 213 wounded and 44 missing. During the decade-long Vietnam war 58,151 Americans lost their lives.

Forty soldiers from Arab coalition forces were killed in action together with 16 British and two French.

Allied spokesmen have refused to give details of Iraqi casualties, but on Wednesday General Norman Schwarzkopf said coalition forces had found a "very, very large number of dead" in Iraqi trenches lining the southern border of Kuwait.

The extent of the destruction of the Iraqi army became apparent yesterday as Brig Gen Richard Neal of US Central Command in Riyadh explained that only "one division plus" of the more than 42 divisions or some 530,000 men sent to defend Kuwait had survived the allied onslaught.

About 175,000 Iraqi troops - representing a third of the army to the south of the Euphrates - have been captured, according to British sources. Officials in London put the figure as high as 175,000. Many of the Iraqis who surrendered, some in a pliful state physically, were highly critical of the Iraqi leadership.

Some 3,500-4,000 tanks, among them a large number of late-model Soviet T-72s, were devastated by "tank-killing" aircraft and helicopters, and by allied armour and artillery. Gen Schwarzkopf said 1,857 armoured vehicles and 2,140 artillery pieces had also been ravaged.

The British 1st Armoured Division destroyed at least 200 tanks during a battle on Monday night and Tuesday, during which it lost two Warrior infantry vehicles, attacked by missiles from a US aircraft, and two Scorpion reconnaissance vehicles in an encounter with an Iraqi T-72 tank. It lost none of its own Challenger tanks.

Gen Neal attributed yesterday's two ceasefire incidents to confusion and poor Iraqi communications on the battlefield. Some Iraqi soldiers

had not yet got the word that a ceasefire was in place.

In his message declaring a suspension of "offensive operations" from midnight Wednesday Washington time, President Bush gave Iraq 48 hours in which to designate military commanders to negotiate details of the ceasefire.

Iraqi and allied commanders are expected to meet in southern Iraq or on the Kuwaiti border to discuss disengagement arrangements and the exchange of prisoners of war.

Mr Bush set four conditions for a formal ceasefire that Iraq complies fully with relevant UN resolutions, release prisoners of war and Kuwaiti detainees, and agrees to ceasefire talks.

He also said that a ceasefire was contingent upon Iraq not firing on any coalition forces, and not launching Scud missiles against any other country.

"If Iraq violates these terms, coalition forces will be free to resume military operations," he said.

In spite of a couple of incidents, the ceasefire was holding well, according to Lt Gen Peter de la Billière, commander of British forces in the Gulf. "I don't think there's much left of the Iraqis to have an incident with."

**Over 175,000 Iraqi soldiers were taken prisoner or surrendered**

The US spokesman said that allied forces in southern Iraq, which include elements of the US VIIIth Army Corps, were in defensive positions, but were under strict instructions to retaliate immediately in the event of any breach of the ceasefire. "We are not relaxing our guard for one minute," said Brig Gen Neal.

Brig Gen Neal said that Iraqi forces were being weeded by British and US Marine forces in an attempt to track down potential war criminals. The Americans have drawn up lists of particular units which are supposed to have been involved in atrocities. The information has been supplied by Kuwaiti resistance members and other sources, said Brig Gen Neal.

Brig Gen Peter de la Billière, the British commander, said yesterday that it might take up to a year for all British troops and equipment to return home or to Germany. However, in London, British defence officials said the aim would be to get those who had been involved in the fighting home within a few weeks.

Those suspected of committing atrocities against Kuwaiti citizens during the seven months of Iraqi occupation.

Asked if some of the Iraqi soldiers, whose lives might be in jeopardy, would be given asylum, Saudi spokesman said: "I think the wishes of those who think they might be executed will be taken into account by the authorities."

Evidence emerged yesterday that Jordan might have been helping Iraq break the UN-imposed arms embargo against Iraq. American troops in southern Iraq showed reporters arms caches that included Jordanian-supplied weapons, including rocket propelled grenade launchers, mortars and ammunition for automatic weapons.

Boxes of the weapons were stashed in an Iraqi bunker near the Euphrates river, overrun by the 101st Airborne Division. The site is 150km from the Saudi border. "We've got bags and bags of Jordanian ammo," a Jordanian officer was quoted as saying. "That stuffs awfully fresh." Jordan has steadfastly denied that it was evading the arms embargo.

In Riyadh, a senior US officer said the timing of an allied withdrawal would be determined by the Iraqi leadership accepting the 12 (relevant UN) resolutions and the precepts of the President's offer. "Failure of Iraq to do so, he said, may oblige the allies to 'go on the offensive.'

When fighting in the Gulf region stopped soon after dawn yesterday, the allies had inflicted on the Iraqi army one of the most severe defeats in history. So complete was the rout that in the last hours of the battle fewer than 20,000 Iraqi troops out of the more than 500,000 sent to confront the coalition were still capable of fighting.

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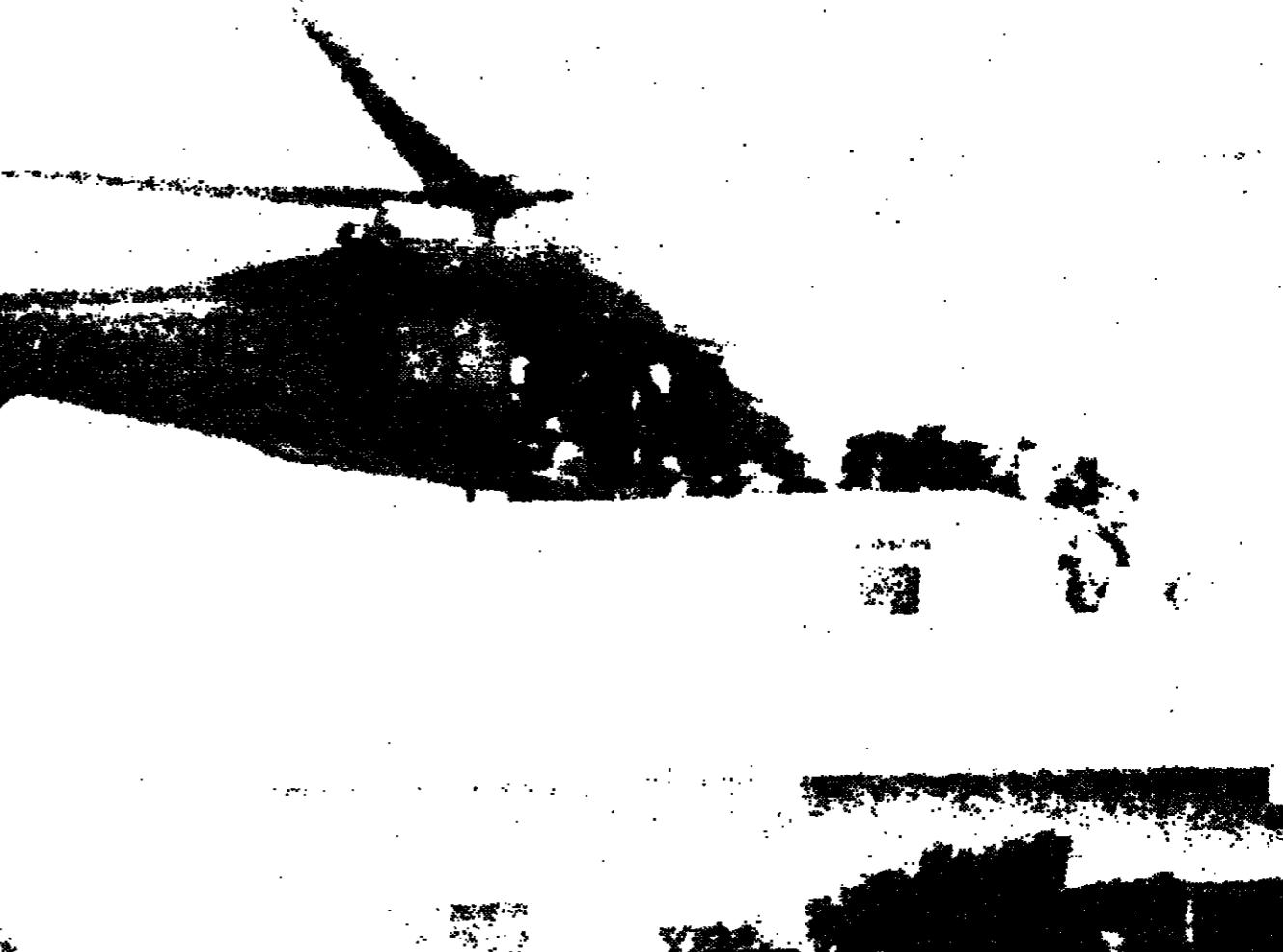
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LIBERATED: US Marines jump from a Blackhawk helicopter on to the roof of the US Embassy in Kuwait City yesterday

## Ceasefire holds on most of battlefield

By Paul Abrahams

THE CEASEFIRE between coalition and Iraqi forces appeared to be holding last night in spite of sporadic violations by Iraqi troops.

Yesterday afternoon American forces from the 18th airborne corps destroyed two Iraqi T-55 tanks and two rocket launchers after they fired on troops attempting to recover the bodies of eight special forces soldiers killed in a UH-60 helicopter.

The special forces troops had been attempting to rescue the pilot of a jet who had been shot down. A brief artillery duel initiated by Iraqi forces was also reported.

The incidents occurred after

President George Bush had warned in his speech on Wednesday that the suspension of offensive operations was dependent upon the Iraqis not firing upon coalition forces.

However, Brig Gen Richard Neal said yesterday that minor violations had been expected and had probably been caused by poor communications. He said the allies expected a hard core of Iraqi troops to go on fighting until they were unable to continue.

Allied commanders were still waiting yesterday night for Baghdad to designate military commanders to arrange the military aspects for the cease-

fire. They will need to discuss: • The amount of weapons and equipment the Iraqis will be able to take with them. The allies will be anxious to deny them their remaining armour, ammunition and chemical weapons.

• The separation of forces. At some stage, there will have to be an agreement about US withdrawal from their positions some of which are less than 150 miles from Baghdad. The allies will also require guarantees on the Iraqi side about minimising troop concentrations near the Kuwaiti border.

• The role of peace-keeping forces. Arab or United Nations peacekeeping forces will proba-

bly be needed on the Kuwaiti-Saudi border.

• The exchange of prisoners of war. The allies hold about 175,000 prisoners some of which may not wish to return to Iraq. Meanwhile the Iraqis hold at least 13 allied airmen. An agreement will also have to be established for the return of the bodies of those killed.

• Maps showing the location, dispersal and nature of mines both on land and at sea.

Further issues that may prove stumbling blocks include the return of Kuwaiti deportees and third party nationals, sanctions, the extent of reparations and the problem of war crimes.

## Iraq left with poorly equipped army of 300,000

IRAQ may be left with an army of some 300,000 men, about the same size as that of Iran or Syria and smaller than Turkey's. British defence analysts said yesterday, reports David White, Defence Correspondent.

These would be mostly poorly equipped infantry. However, Iraq would still have some Scud missiles. It would also have chemical weapons available, even though production and storage facilities had been destroyed.

Some troops and equipment net

cast by allied forces around Kuwait, which stopped a short way to the west of Basra, they said. About 250,000 men are deployed in other parts of the country.

The equivalent of six brigades, or about 30,000 men, were gathered in the Basra area, including the remnants of one Republican Guard division, one of them armoured.

These forces would face difficulties moving their heavy equipment north, since Basra itself was clogged and bridges on the country road were down.

Officials said a decision had been made not to move into the city of Basra because of the political problems this would create.

Equipment caught within the allied net "will not get away," they said.

Iraq is reckoned to have eight or nine divisions near Turkey and five or six divisions in the Baghdad region, including Republican Guard units assigned to the personal protection of the Revolutionary Com-

mand Council. It has only 3,000 artillery pieces. In other parts of the country its forces probably have barely 1,300 tanks, almost all old Soviet models, and 1,000 heavy guns.

The approximately 130 Iraqi combat aircraft now in Iran, if recovered as is by no means certain, would constitute the nucleus of a fairly modern air force by regional standards, analysts said. A further 200 aircraft can be reckoned to have been scattered at military and civilian sites around Iraq. This would compare with a Syrian force of about 550 combat aircraft.

These forces are described overall as being lightly equipped and of relatively poor quality, with very limited capacity for offensive action. Officials predicted, however, that some of them would be transferred to reconstitute the former strength of the heavily depleted Republican Guard.

Iraq is reckoned to have lost about 3,500 out of 4,500 tanks that were deployed in and around Kuwait, and 2,000 out of

the 10,000 aircraft it had

available at the start of the war.

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## THE GULF CEASEFIRE

# Arab coalition members look to rewards they may reap

THE ejection of Iraq from Kuwait has been carried out under the banner of defending the new international order. But as the ceasefire is established on the ground, this noble-sounding justification will be matched by hard-headed national self-interest among the members of the allied coalition.

All along such self-interest has been close to the surface, especially among the coalition's Arab members. Indeed, the extent to which these Arab nations can be judged to have "won" the war depends in good measure on their motives for joining the coalition in the first place.

### Saudi Arabia:

The Saudis took a big risk by inviting US and other non-Arab

Robert Graham looks at the place of the Arab states which joined the coalition

forces onto Saudi territory. The initial motive was to prevent Iraqi troops pushing on to take over the oilfields near Dhahran on the east of the kingdom. This later transformed into a launch pad for the invasion.

Iraq's ejection from Kuwait was essential to the House of Saud, which felt vulnerable to the example of a populist republican regime in Kuwait under Iraqi tutelage.

This sense of vulnerability was increased by the vocal support for

Iraq coming from Yemen, traditionally viewed as a trouble-making neighbour with potentially disruptive workers inside the kingdom.

King Fahd appears to have ridden out objections from the religious conservatives and avoided being embarrassed by the US's simultaneous protection of Riyadh and Tel Aviv with Patriot anti-missile missiles.

Saudi Arabian troops were seen to fight well and bravely. Its oil industry has been preserved and the kingdom controls one of the two pipeline routes for Iraqi oil exports.

The reduction of Iraq's military power can only aid the expansion of Saudi influence.

This should give Saudi Arabia the confidence it has always lacked to be more assertive in regional

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affairs. The economic costs should ultimately be offset by the price of oil since the Iraqi invasion of Kuwait.

Egyptian comportment during the fighting and the potential need for Egyptian troops in the Gulf area for peacekeeping, should give Cairo enough leverage to ensure vital continued aid flows. The war ended the effective isolation of Egypt since the late President Hawar Sadiq's peace with Israel and a weakened Iraq enhances Cairo's mediation capacity.

### The Gulf States:

Their support for the coalition was based on similar considerations to the Saudis', without the risks attached of inviting in foreign forces.

They will now feel infinitely less threatened from a weakened Iraq

and happier about a more equal relationship with Iran across the waters of the Gulf.

The economic damage caused by the flight of expatriate workers and the loss of international confidence (air traffic, business visitors, banking etc) will take a considerable time to repair.

### Syria:

President Hafez al-Assad took a big risk in aligning himself with the conservative Saudis, the Gulf states, Egypt and the US. Washington has long been blamed by Damascus for backing Israel and therefore by omission for failing to get the Jewish state to pull out from the Golan Heights. The Iraqi Baathists may have been bitter enemies of their Syrian namesakes, but siding with

the US was not popular at home.

But President Assad was rewarded by being allowed to manoeuvre and extend control in Lebanon to oust General Aoun, the Christian leader.

He was then able to gain international respectability and patch up diplomatic relations with the US and Britain (which had accused him of state-sponsored terrorism). Leading to a renewal of EC aid. He also won unspecified Saudi/Gulf financial aid.

The clear-cut humiliation of his rival, President Saddam, should ease domestic pressures. He could also now improve strained relations with the Soviets and he will have built up some leverage with the US to tackle the Palestinian problem and persuade Israel to come to terms over the Golan Heights.

## Iraqis keep up their defiance

PRESIDENT Saddam Hussein ordered his Gulf War troops to cease fire yesterday, but few Iraqis found reason to celebrate. Reuters reports from Baghdad.

Iraq, which announced its full withdrawal from Kuwait on Wednesday, maintained a defiant tone. "Iraq is the one in control and victorious... Iraq is the master of the whole land

### BAGHDAD

and the leader of Moslems in the whole world," one commented.

Iraqis faced the task of reconstruction after six weeks punishing air raids in sombre mood. "How can we rebuild our country, how can we do business if the economic embargo is to continue?" asked one businessman.

Some Baghdad residents congratulated each other quietly on hearing of the ceasefire on foreign radio stations. Outside the al-Rashid hotel, a few fired rifles in the air. A lone soldier raised his hand in the victory sign.

"Orders have been issued to our armed forces on the front not to open fire," a military communiqué said. "We are happy with the end of the fighting, for it will save our sons' lives and the safety of our people."

The communiqué was the first Iraqi reaction to a 0300 GMT ceasefire announced by President George Bush. It was broadcast on Baghdad Radio three hours after the allies said guns had fallen silent across the battlefield.

The allied bombing of Baghdad stopped barely an hour before the ceasefire took effect. The final blast, apparently from a cruise missile, shook the city at 6.50 a.m. (0350 GMT) and was followed by a few seconds of anti-aircraft fire.

A military spokesman said that despite the ceasefire, allied planes "continue to fly provocatively in the far ends of the homeland's skies". The official Iraqi news agency INA said Iraq had accepted without conditions all 12 UN resolutions adopted since its invasion of Kuwait in August.

The resolutions include a trade ban, an end to Iraq's claim on Kuwait, and payment of war damage to Kuwait. "Iraq is a rich oil country, but war reparations are a very heavy burden. We need money to rebuild our country," a civil servant in Baghdad said.

Non-stop bombing of Iraq over the last 43 days has severely disrupted infrastructure, destroying power stations, bridges, factories, government buildings and telecommunications systems.

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One graduate said: "At least we were able to confront the armies of 30 nations for 40 days despite the heavy damage done to our country."

An Iraqi army spokesman said Iraq's elite Republican Guard had engaged allied forces in battle on Wednesday, inflicting heavy losses.



Soldiers of the British 1st Armoured Division in Iraq yesterday celebrate the ousting of Iraqi forces from Kuwait

## Criticism over occupied lands mutes Israeli delight

ISRAEL greeted Iraq's defeat with delight yesterday, but celebrations were tempered by disappointment that President Saddam Hussein had not been toppled and apprehension that Israel would face strong international pressure to make concessions on the Arab territories it has occupied for more than 23 years, Haig Carter writes.

For most people the main reaction was relief that the main missile attacks appeared to be over. The cease fire gave added impetus to yesterday's celebrations of the Jewish festival of Purim, when thousands of children take to the streets in fancy dress.

The army issued a state of alert, imposed when war broke out six weeks ago, telling the public to return to normal rooms specially sealed against chemical attack and to store their gas masks. Forty Scots, all armed with conventional explosives, were fired at Israel during the war, killing four people and wounding more than 300.

In Israel the expectation is that the diplomatic effort will focus on three areas: regional arms control, bilateral Arab-Israeli relations and the Israeli-Palestinian conflict. Mr Shamir has, in essence, struck a defensive posture in recent weeks.

Yesterday, Mr Moshe Arens, defence minister, said: "There is no room at this stage for

announcements of concessions. I don't think the problem of peace in the Middle East is first and foremost a problem of concessions on Israel's part." While Mr Shamir has signalled some willingness to co-operate on regional arms control and in eagerness to reach bilateral peace arrangements with Arab countries, he is adamant he will not give up his commitment to Israel's continued occupation of the West Bank and Gaza Strip.

Palestinian support for Iraq and the damage it caused to the Palestine Liberation Organisation in the US and among Washington's Arab allies has strengthened Mr Shamir's determination on the occupied territories. But advancing the Palestinian issue is still seen by the US and its allies as the key to progress in other areas.

The chief weakness on the Israeli side lies in the economy, likely to be under extreme strain by the end of the year because of a huge influx of Soviet Jewish immigrants. Some observers believe this, coupled with a growing tendency by the US to do much needed aid to political issues, may undermine the government and force a choice on the electorate between prosperity and holding onto the West Bank and Gaza.

But officials said they still wanted to see the overthrow of President Saddam to complete

Jordan appeals for healing of the wounds of war

## Jordan appeals for healing of the wounds of war

JORDAN yesterday appealed to Arab countries to "heal the wounds" caused by the Gulf war, signalling clearly the urgency with which the government is seeking to end its diplomatic isolation now that peace has been achieved, Mark Nicholson writes from Amman.

However, Mr Taher al Masri, Jordan's foreign minister, acknowledged yesterday that the kingdom, which though formally neutral was one of the biggest threats to Israel.

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### AMMAN

Amman are deeply pessimistic about the prospect of any early reconciliation with Saudi Arabia. They suggest that King Fahd's sense of betrayal over King Hussein's decision to back Iraq may take years to heal. King Hussein is understood twice to have sought contact with King Fahd since the war began, and to have been rebuffed.

However, Jordan's isolation in the Arab world is by no means absolute, and there have been signs in recent days that some diplomatic bridges are already being built.

The most notable of these is the arrival in Amman this week of an Iranian chargé d'affaires for the first time in 10 years, following Jordan's restoration of diplomatic ties with Iran on January 15. Iran's embassy in Amman opens formally tomorrow and an ambassador to Jordan will be named within a month.

The reumption of ties has already begun supplying Jordan with oil since the outbreak of war and Oman this week agreed to supply limited quantities of crude.

However, although Oman is the first Gulf state to make such a friendly gesture towards Jordan, the sultante is not expected either to seek or be able to play any great role in brokering a diplomatic peace between the kingdom and the Gulf. Oman's own relations with Saudi Arabia, for instance, possess their own coolness.

Still, several delegates said that efforts by President Mikhail Gorbachev and Mr Alexander Bessmertnykh, his foreign minister, at the barbiturates have helped to speed a victory that was achieved by good generalship and the superior skill and equipment of the allied forces in the field.

A western diplomat said the Iraqi negotiators managed to get the Soviets "to begin to slide" as he put it, attaining a good deal more than Moscow may have been given credit for in news reports that have tended to

emphasise allied fears of mischievous making in the Kremlin.

Mr Bessmertnykh, who was careful to underline the key role played in the resolution of the conflict by the personal diplomacy of Mr Mikhail Gorbachev, the Soviet president, said his remarks at a press conference yesterday at establishing the Soviet Union's right to play a key role in the post-war settlement.

His line was echoed by Mr Anatoly Lukyanov, speaker of the Supreme Soviet, who said: "There is no doubt that this is a great victory for the foreign

policy of our president."

Mr Bessmertnykh welcomed the end of the conflict, heralding the co-operation of the allies and other states as the precedent for use in other parts of the world.

"For the first time the international community has shown unified will in the face of the seizure of one state by another."

He said that there must now be no possibility of a resumption of armed conflict, and called on the United Nations Security Council to begin work immediately on creating political and legal prerequisites for the ending of the war".

Asked if he agreed with Mr Gorbachev that relations between the US and the Soviet Union were still "fragile", he said that they had a "firm basis for their development", but were sometimes affected by "subjective factors, still capable of causing damage".

Mr Bessmertnykh called for "serious attention" to be given to further arms supplies to the region, but he indicated that the Soviet Union would not unilaterally cease such supplies.

Asked if the Soviet Union had an interest in the survival of President Saddam Hussein, he said: "We have to deal with Iraq and the leaders whom the Iraqi people support. My impression is that their support for their present leaders still has not yet changed."

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Mr Bessmertnykh said his country's diplomats had been welcomed in the region, but he thinks he has done it," one Iraqi shopping in Baghdad market said. "For Iraqis, the plan is not completed. It is to have victory. I think we can do it in the future."

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## Bessmertnykh calls for fresh approach to problem

### MOSCOW

MR Alexander Bessmertnykh, the Soviet foreign minister, yesterday called on all states with interests in the Middle East to "take a fresh look at their stereotypes" on the area and search anew for a solution to the basic causes of the conflict in the aftermath of the Gulf war, John Lloyd reports from Moscow.

"We believe that the problem lies not in the lack of ideas concerning a settlement but in insufficient will, desire or readiness of some influential states to invest their political efforts in adequate solutions," he said. The issue of the rights of the Palestinian people, he said, were at the core of the

### UNITED NATIONS

emphasise allied fears of mischief-making in the Kremlin.

Moscow appeared to be looking to the longer term and their relations with Iraq and the rest of the Arab world. Many in the UN believed they were eager also to save President Saddam Hussein, whose overthrow was not a Security Council goal but would be mightily welcomed in Washington.

There is much speculation whether Moscow will, in fact, draw lasting political benefit from its early diplomatic foray, for which Sir David Hailey, the British delegate, formally thanked Mr Gorbachev, calling it a "herculean" effort.

A Western European official said yesterday that he doubted whether

the Soviet Union would have any greater say in the Middle East after the war than it had before.

As for a resumption of their lucrative arms trade with Iraq, the embargo imposed by the Security Council immediately after the invasion of Kuwait would crimp any such ambition for the immediate future.

"I can't think of any Arab state that would even want to buy, having observed

## THE GULF CEASEFIRE

Baker to strike on the diplomatic front while the spectre of US military power is still fresh

### Bush looks beyond victory to tackle turmoil in Middle East

By Lionel Barber

PRESIDENT George Bush is already looking beyond victory. Eager to exploit the crushing allied defeat of Iraq, he is sending Mr James Baker, his secretary of state, to the Middle East next week for talks on post-war security arrangements, economic reconstruction and the Arab-Israeli conflict.

Mr Baker is likely to pay his first-ever visit to Israel. This will cause great unease in Jerusalem, but it reflects the Bush administration's determination to tackle the problem which many believe lies at the root of instability in the region: the Israeli occupation of Arab territories and the absence of a Palestinian homeland.

Both Mr Bush and Mr Baker agree that it is vital to strike diplomatically while the spectre of US military power is fresh in everyone's minds – not just in Baghdad but also in Damascus, Riyadh and Kuwait City.

During his mission, Mr Baker will explore plans for demilitarised zones along the

Iraqi-Kuwaiti border, bolstered by an Islamic peace-keeping force drawn largely from the Gulf states and Egypt.

The elimination of Iraq's offensive forces has made this task a good deal easier and enabled US field commanders to predict bringing home the bulk of the 550,000 force in a matter of months.

But much work needs to be done on the size and shape of the multinational force, one worry in Washington is that the Kuwaiti government in exile and other Gulf states have been slow to come up with their own ideas, raising questions about whether the Arabs will take the lead.

In the longer term, Mr Baker wants to sound out coalition allies on an arms control regime in the region aimed at curbing the proliferation of chemical, ballistic and other weapons. Egypt is already preparing a post-crisis initiative, and Mr Yitzhak Shamir, Israel's prime minister, has talked about a regional nuclear free zone.

Security questions cannot be settled conclusively until the future of President Saddam Hussein becomes clear.

As the scale of the Iraqi military defeat dawned in Washington, Mr Bush dampened down his earlier call for Mr Saddam to be overthrown. The focus has shifted instead to shaping the regime in Baghdad through indirect means.

He's dropped the John Wayne image and turned more statesman-like," said Ms Judith Kipnis, a Middle East expert at Brookings Institution in Washington DC.

After talks with Mr Douglas Hurd, the British foreign secretary, Mr Baker told reporters that several United Nations sanctions – notably the arms embargo – would remain in place as long as Mr Saddam remained in power.

The question remains how hard to push. Mr Baker will be searching hard to determine just how magnanimous the Arab members of the coalition intend to be in victory. One tricky question concerns war

crimes trials for the reported Iraqi atrocities against Kuwaiti civilians; another is the war reparations.

Mr Baker will also want to test Arab sentiment towards parties such as Jordan and the Palestine Liberation Organisation which tilted towards Mr Saddam early in the war.

The administration's best guide to date has been Prince Bandar Bin Sultan, the Saudi ambassador in Washington, six weeks into the war. Prince Bandar delivered an unusually vindictive public speech on King Hussein of Jordan in the Washington Post, and Saudi Arabia refused to offer financial support to Jordan, which was hard-hit by the UN embargo against Iraq.

Recently, however, Prince Bandar has indicated that his country may be ready to be more constructive. On the Arab-Israeli conflict, one option under review is to help press Israel towards a compromise with the carrot of a promise to end the Arab boycott of Israeli products.



Mubarak: preparing initiative; Shamir: talk of nuclear-free zone; Baker: formidable challenge; Prince Bandar: ready to be constructive; Assad: more vulnerable

The US appears to be banking on a moderate Arab coalition emerging out of the war which would force Israel to be more forthcoming on the Palestine issue. Egypt fitted this category before the war. It would gain even more credibility were Saudi Arabia to step forward. All the better, if Saudi financial support followed.

Syria forms the third leg of the triangle. No one in the administration would call President Assad a moderate, but the US hopes that the Syrian president will cut his ties to international terrorists and drop his unrelenting hostility to Israel – not least because

Damascus is more vulnerable now that it can no longer rely on generous financial support from Moscow.

Hence, Washington has extended a wary hand to Syria in recent months. Mr Baker is even said to have taken a general test about the demilitarised zone along the disputed Golan Heights. Sensing the drift, Israel has reportedly held two high-level meetings with Syrian representatives in Switzerland.

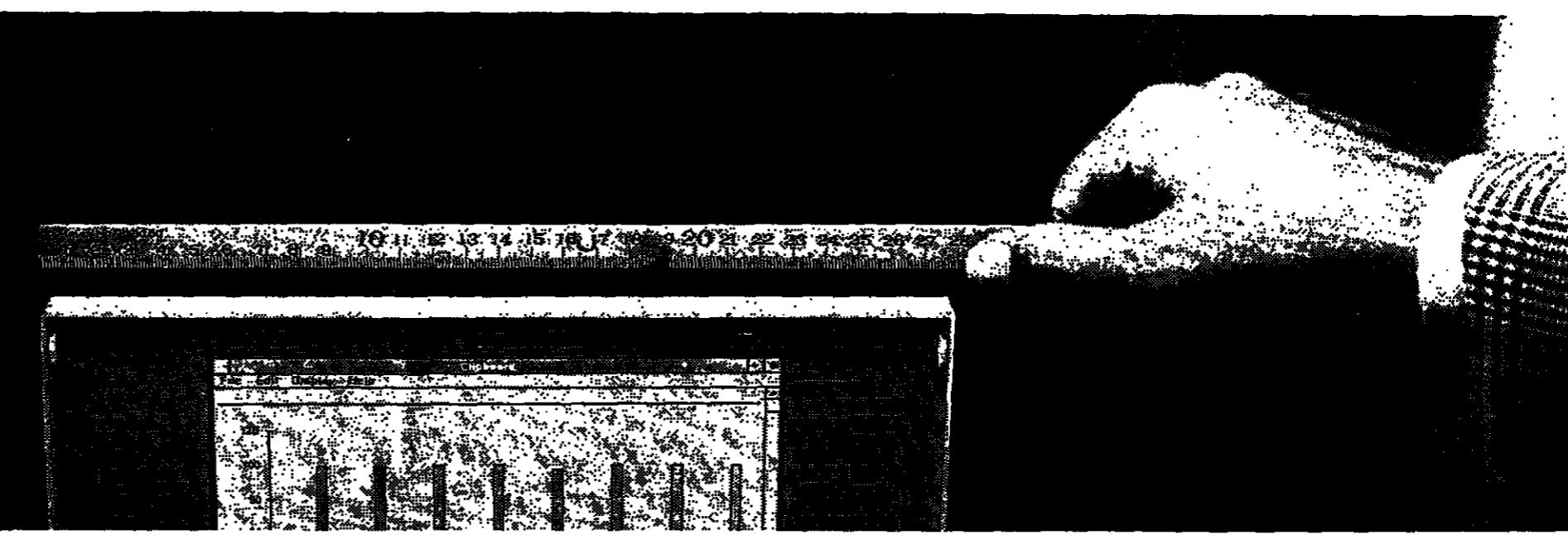
All this suggests a fluidity in the Arab-Israeli conflict which has not existed for a decade. The Gulf war has shaken everything up even further – it has been as defining a moment, in its own way, as the visit by President Anwar Sadat of Egypt to Jerusalem in 1977 which paved the way to the Camp David peace accords.

But in the last resort, much turns on the Bush/Baker approach to the Israeli government and the response of Mr Shamir and his colleagues. Here the initial signs are not encouraging, despite Israel's forbearance in the face of Iraqi Scud attacks.

Mr Bush still feels he was misled by Israel over its policy of opening new settlements in the occupied territories. He and Mr Baker were livid when

the Israeli ambassador in Washington sought to put public pressure on the administration for the release of a \$400m loan guarantee for housing in the occupied territories.

This past incident was typical of the mutual suspicion which has developed between the Bush administration and the Shamir government. Mr Baker's best bet would be to persuade the Israelis that it is better to deal with the devil they know – the US – than those such as the Europeans who are pressing for an international peace conference. It is a formidable challenge, not only for US diplomacy.



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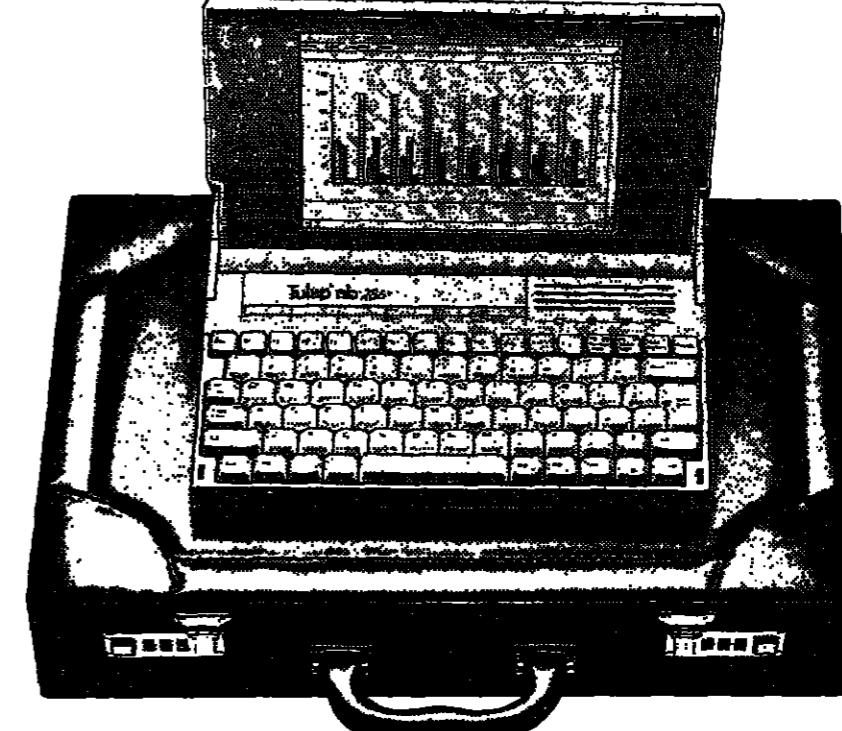
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## INTERNATIONAL NEWS

**US pushes for write-off deal on Polish debt**

By Stephen Fidler, Euromarkets Correspondent

A STRONG political effort is under way to secure an agreement to write off a large proportion of Poland's debt to foreign governments by the end of this month.

A standstill on Poland's repayments of its \$33bn (£16.6bn) of official debt runs out at the end of March. The US is anxious to secure a deal before President Lech Wałęsa visits the US later this month.

Polish voters are seen as an important political constituency on Capitol Hill and debt forgiveness for Poland has been led by influential legislators to other issues, for example.

the formal ratification of the London-based European Bank for Reconstruction and Development.

The Warsaw government, which recently secured agreement in principle with the International Monetary Fund on a \$2bn extended credit, has asked for 80 per cent of its debt to be written off. The efforts, being made under the auspices of the Group of Seven industrialised countries, are likely to result in a similar write-down probably 50-55 per cent.

While the US has been leading the way with the initiative, its outstanding debt is relatively small. Other countries, particularly Germany with its larger exposure, have been less enthusiastic. Nevertheless, there is a widespread view in the G7 that Poland should be supported in its efforts at economic reform and that Polish economic success is now even more critical given the economic deterioration of the neighbouring Soviet Union.

The effort centres on a small group of G7 finance officials, including Mr Jean-Claude Trichet, who as director of the French Treasury is chairman of the Paris Club of creditor governments.

Progress over an agreement should help advance an accord with creditor banks. The Polish government has told banks it is willing to pay some current interest on its debt for the first time in over a year.

Government officials are meeting in Switzerland this week with creditor banks of the UK.

The talks seem likely to lead to a debt reduction deal under the initiative agreed after the US treasury secretary, Mr Nicholas Brady.

Mr William Rhodes, senior international executive of the US bank Citicorp, said he had discussed the debt issue with Mr Jan Krzysztof Bielecki, the Polish prime minister. He said Mr Bielecki had expressed a wish to secure rapid agreement on the foreign debt and to make swift progress on privatisation.

A report from the Organisation for Economic Co-operation and Development this week commented on banks' unwillingness to lend to east Europe. Mr Rhodes predicted that "banks will return slowly to eastern Europe where there is substantial structural reform and a rapid move towards privatisation."



National security team: President Gorbachev's nominations are Soviet defence minister Dmitry Yazov (left), EGB chairman Vladimir Kryuchkov (center) and interior minister Boris Pugo

**Gorbachev appoints party official as economic adviser**

By John Lloyd in Moscow

PRESIDENT Mikhail Gorbachev has appointed a middle-ranking Communist party functionary as his economic adviser, confirming his increasing reliance on the party and his split with the radicals.

The new adviser, whose name has not yet been officially announced, is Mr Oleg Ozerov. For the past two years he has been head of the science division in the ideology department of the party central committee and was previously an official in Leningrad.

Little is known of Mr Ozerov's views, though a spokesman for the presidential office said he was a trained economist. Economists in the many institutes in Moscow - a notoriously critical group - dismissed him as a man who would offer the president nothing he did not want to hear.

The previous economic advisers, Mr Nikolai Petralov and Mr Stanislav Shatalin, were economists of a convinced pro-market view, both of whom left the presidential entourage late last year after Mr Shatalin's plan for a transformation of the economy to the market in 500 days lost out to a conservative strategy.

However, Mr Gorbachev has denied that he is leaving behind his radical allies in an account in the hard-line daily Sovetskaya Rossiya of a speech he gave on Tuesday in Minsk, the Belarusian capital, he was reported as saying that he had

asked Mr Vadim Bakatin, the former liberal interior minister to join his security council. The body is to take the place of the presidential council, disbanded last year.

The previous economic adviser, Mr Oleg Ozerov, for whom he is retaining as an adviser Mr Alexander Rakitin, for years has been a member of the party central committee and was previously an official in Leningrad. He also quotes the president as saying he is retaining as an adviser Mr Oleg Ozerov. For the past two years he has been head of the science division in the ideology department of the party central committee and was previously an official in Leningrad.

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He dismissed suggestions that he had concentrated all power in his own hands as "nonsense".

**Morgan Grenfell to assist in development of Vladivostok**

By Peter Montagnon, World Trade Editor

MORGAN GRENFELL, the UK merchant banking subsidiary of Germany's Deutsche Bank, has been appointed by the Vladivostok authorities in the Soviet Far East to advise them on developing the local infrastructure and economy. The decision marks a concrete step towards opening the resources-rich Maritime province to foreign investors and developers.

Until recently, Vladivostok was closed to foreigners, as it is the main base for the Soviet Pacific fleet. But there is strong interest from investors in Japan, South Korea and other neighbours in developing the province's resources, which include coal, timber, silver, tin and precious stones.

Vladivostok is also expected to develop as a transit point for the export of mineral resources from Siberia and Central Asia to the markets of the Pacific Rim.

Morgan Grenfell acknowledged yesterday that, despite strong interest in developing the region, current market conditions meant that foreign lenders would still require "underpinning" by Moscow.

Japanese investors are also reluctant to move before their country's territorial dispute over the Kurile Islands is resolved.

Eventually, a regional investment fund, limited privatisation and a Vladivostok stock exchange with ties to other exchanges in the Pacific Rim are also envisaged, it said.

**ICL system to help speed trade**

By Alan Cane in London

THE SOVIET Trade Ministry is buying a UK-designed electronic information system as a first step to automating its administrative procedures inside the country.

The ministry, whose responsibilities include registration of Russian trading companies, collection of statistical data on sales and prices, and the production of import and export documents for Soviet customs, is spending \$3m on an electronic data interchange (EDI) system developed by International Computers (ICL).

ICL is one of the fastest growing business technologies in western commerce. It involves a computer network through which trade documents such as orders and invoices can be sent in electronic form. The idea is to reduce paperwork, speed the processing of trade documents, and cut the risk of lost or missing documentation.

For the Soviet contract, ICL will install its Tradenet software on three small mainframe computers serving personal computers in some 200 branches. It is believed to be one of the first contracts of its kind to be signed in the Soviet Union. ICL, a member of the world-wide Fujitsu group, was in 1988 the first western computer company to be accredited to trade in the Soviet Union.

The Tradenet software system is the principal product of International Network Services, an ICL company owned jointly by ICL and General Electric Information Services of the US. INS claims to have 39 per cent of the European EDI market. The Soviet EDI network will initially be limited to within the USSR.

**Brussels queries value of Daimler Berlin HQ**

By Andrew Hill in Brussels

THE BERLIN authorities may have sold Daimler-Benz a site near the old Berlin Wall for less than its market value, according to the European Commission, which is calling for an independent valuation.

The German company, seeking an HQ for its service operations, began talks with the city before the Wall was torn down.

It bought the 61,700 square metre site in Potsdamer Strasse, in the heart of the city, for DM32.9m (£61.1m) last July, after validation by the local authority's valuers, the Senatsverwaltung für Bau- und Wohnungsweisen (SBW).

A Commission official said yesterday that local controversy about the deal prompted Brussels to look into the sale, on the grounds that undervaluation would constitute a form of state aid from the Berlin Land (state). Under EC Treaty rules the Commission can oppose a cut-price sale

**Greek Communists select hardliner**

By Kostis Hope in Athens

The Greek Communist party has surprised its supporters by choosing an outspoken hardliner, Mrs Aleca Papariga, as secretary-general after several days of intense internal debate.

Mrs Papariga, a 46-year-old party official, narrowly defeated the reformist candidate in a central committee vote. She defeated Mr George Dragasakis, who served briefly as economy minister in a 1989 coalition government.

Although considered a strong theoretician, she was not even picked as a delegate to last week's party congress. Her election marks another setback for the party's reformist wing. However, Mrs Papariga, whose candidacy was backed by the veteran KKE chairman Mr Harilaos Florakis, said she would work to keep the party united.

She also hinted that some of the reformers' demands could be met, saying that "divergent views are a source of riches in the political and social marketplace." The KKE, whose political legitimacy is based on its fight for power in the Greek civil war in the late 1940s, has managed to shrug off the collapse of communism in eastern Europe.

Even the reformers want to remain under a Marxist-Leninist ideological umbrella while making the party's internal structure more democratic.

It is still unclear whether the 76-year-old Mr Florakis, who told the congress he wants to resign but then played a major role in defeating the reformers, will stay on as an honorary chairman.

**Correction****Gatt photograph**

Owing to agency error, names and titles to a picture on Page 7 of February 27's FT were incorrect. Mr Warren Levored is ambassador and co-ordinator in the US trade representative's office for Gatt's Uruguay Round negotiations. Mr Rufus Yerxa is deputy USTR and US ambassador to Gatt.

**Howe warning on EC 'split'**

By David Buchan in Brussels

GERMANY will quickly lead its immediate neighbours into a currency union on its own terms unless Britain and other countries accommodate its concerns about economic and monetary union (emu).

This warning was sounded yesterday by Sir Geoffrey Howe, the UK's former deputy prime minister, in a speech to Britain's Institute of Economic Affairs in Brussels.

Sir Geoffrey said that "both motor and anchor in Europe" was making the Germans' schizophrenic about emu.

They wanted a long transition to emu to allow economic convergence with all 11 Community partners, but were also tempted to make one big "long jump" to avoid the risk of competing monetary policies inherent in the Delors stage-by-stage approach.

One way out of these cross-pressures on Bonn, said Sir Geoffrey, was "an early move by the already convergent economies of northern Germany to form some kind of German-



Sir Geoffrey Howe

led currency zone", with the UK and southern Europe outside.

This has been predicted on occasion by Mr Karl Otto Pöhl, the Bundesbank president, and sometimes welcomed in Britain as removing pressure on it to join a full monetary and economic union.

But splitting the Community into two monetary tiers, Sir Geoffrey said, "should be seen as significantly less attractive to the UK than full emu as currently envisaged, especially as it would occur in a much shorter timetable".

Britain therefore had a self-interest in "keeping the Germans" interested in emu for all 12 members, he said, by perhaps modifying its hard Ecu plans more to please Bonn.

He also warned that some academics and politicians had lost faith in the EC's various goals of union. He said that their fears were fuelled by the economic recession, the EC's foreign policy during the Gulf crisis, Germany's loss of momentum as the powerhouse of

**French concern over Bonn Emu proposals**

By David Marsh in Bonn

FRANCE will seek a "frank explanation" from Bonn during the next week regarding the German government's latest proposals on European Monetary Union (emu), Mr Pierre Bérégovoy, the French finance minister, said in Paris.

Mr Bérégovoy said yesterday that France wanted to establish whether the German government's suggested delay in the creation of a European central bank was a policy backed by Chancellor Helmut Kohl.

The finance minister indicated that he thought the suggestion might simply be a "discussion paper" from the Bonn Finance Ministry.

In fact, Bonn officials say the draft text released on Tuesday was approved not by Ministers but by state secretaries. The text was discussed a fortnight ago by the Bundesbank's policymaking council.

The body, designed to convene every three months, has not met for five months - interpreted in Germany as a sign

**EUROPE IN BRIEF**

**EC to set up group for HDTV**

The European Commission has set up a working group of broadcasters, satellite operators and industry representatives to examine the different routes to high-definition television (HDTV) in Europe, writes Andrew Hill in Brussels.

**Yugoslav PM voices fears**

Yugoslav prime minister, Mr Ante Markovic, was quoted by the country's media as warning that the federation faces "explosion" which may turn into "explosion" if fractious republics fail to agree soon on the country's future, AP reports from Belgrade.

Mr Markovic made a desperate plea to the leaders of the six republics to bury

marketing, AP-DJ reports from Frankfurt.

This would begin with the operation of a joint service between Chicago and Munich and Düsseldorf in Germany from May 16.

**Former Czech chief indicted**

Mr Václav Bláha and seven other prominent former Communist officials have been indicted on charges of embezzling millions of dollars, according to the Lidové Noviny daily, AP reports from Prague.

According to the report, Mr Bláha, the Communist party's former chief ideologue, and the seven officials are indicted on charges of syphoning off party funds and moving them out of the country, as well as instructing others to abuse official power.

**Soviets accused of treaty delay**

The Soviet Union has made no move to change its position and comply with a new arms control treaty slashing military hardware in Europe, in transferring three motorised infantry divisions of about 1,000 tanks to shore defences.

"It is agreed that we will keep on the pressure," said the Soviet official. "It is still the attitude of no-business-as-usual in Vienna."

Albania allows private cars

The Albanian government has approved a decree allowing its people to own cars for the first time in over four decades, the official ATA news agency reported.

Albania is the only country in Europe to have banned private motoring.

Ante Markovic's desperate plea to leaders of republics

feuds and agree to keep the paralysed federation going.

Mr Markovic reportedly said the International Monetary Fund had stopped all negotiations with his government on a much-needed \$1bn standby agreement.

**Airlines may co-operate**

Lufthansa and American Airlines, two of the world's largest airlines said they were exploring business co-operation in the area of

interests of trade liberalisation.

Yet it was also a gamble that failed, with the acrimonious row over farm reform at the ministerial meeting in Brussels last December.

Since then, the main focus has been on trying to prevent an irreversible collapse rather than trying to resolve the issue of farm support.

This primary task has now been achieved and President George Bush has said he will today seek an extension request from Congress for his negotiating authority. But that has immediately raised another make-or-break hurdle. Congressional reaction is highly unpredictable.

The so-called "fast-track" negotiations are in play for the Uruguay Round. It effectively constitutes a guarantee that Congress will not amend unilaterally any final package presented for ratification.

US legislators may well turn out to be in a benevolent mood in the aftermath of the Gulf war. Many shrink away from being tarred with the brush of Smoot-Hawley, the protectionist legislation which did much to accentuate the depression of the 1930s. But there is also growing concern on Capitol Hill about the

interests of trade liberalisation.

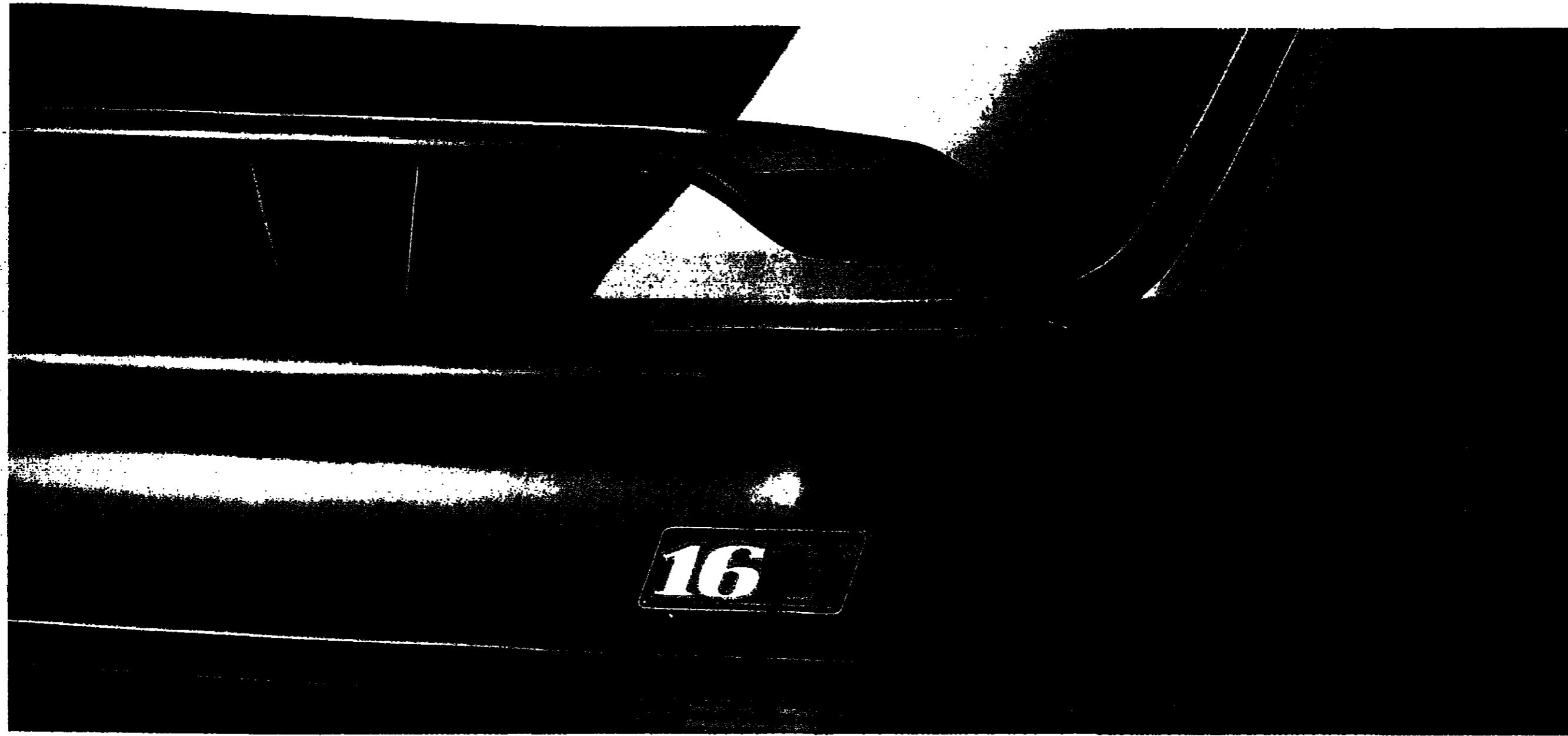
The extension is also needed to negotiate the planned North American free trade agreement with Mexico and Canada. Opposition will thus come not only from those who are disillusioned with the multilateral trading system and want to "bush" Japan, but also from those who, reflecting the view of organised

labour, are vehemently opposed to the Mexican deal. It will come too, from those whose interests would be hurt by an Uruguay Round success: the textile lobby, dairy farmers, as well as sugar and peanut growers.

It will take three months before the extension request, which is automatically for two years, has cleared Congress. During this period the round will effectively be mothballed. Any controversy could quickly prompt US legislators to call a halt by withdrawing the negotiating authority. Thus it will be June before Uruguay Round negotiators can settle down to serious business again.

Most agree that this does not matter, as negotiators are also awaiting the outcome of the European Community's controversial proposal to reform its common agricultural policy (CAP). But, given the outstanding workload, it makes the window of opportunity for completing the round

1st March 1982



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has a top speed of 115 mph. The 1.9 diesel which returns 61.4 mpg at 56 mph. And two 1.4 versions including the new 80 bhp 'Energy' unit fitted in the new 19 GTS-X — a model with many of the features of

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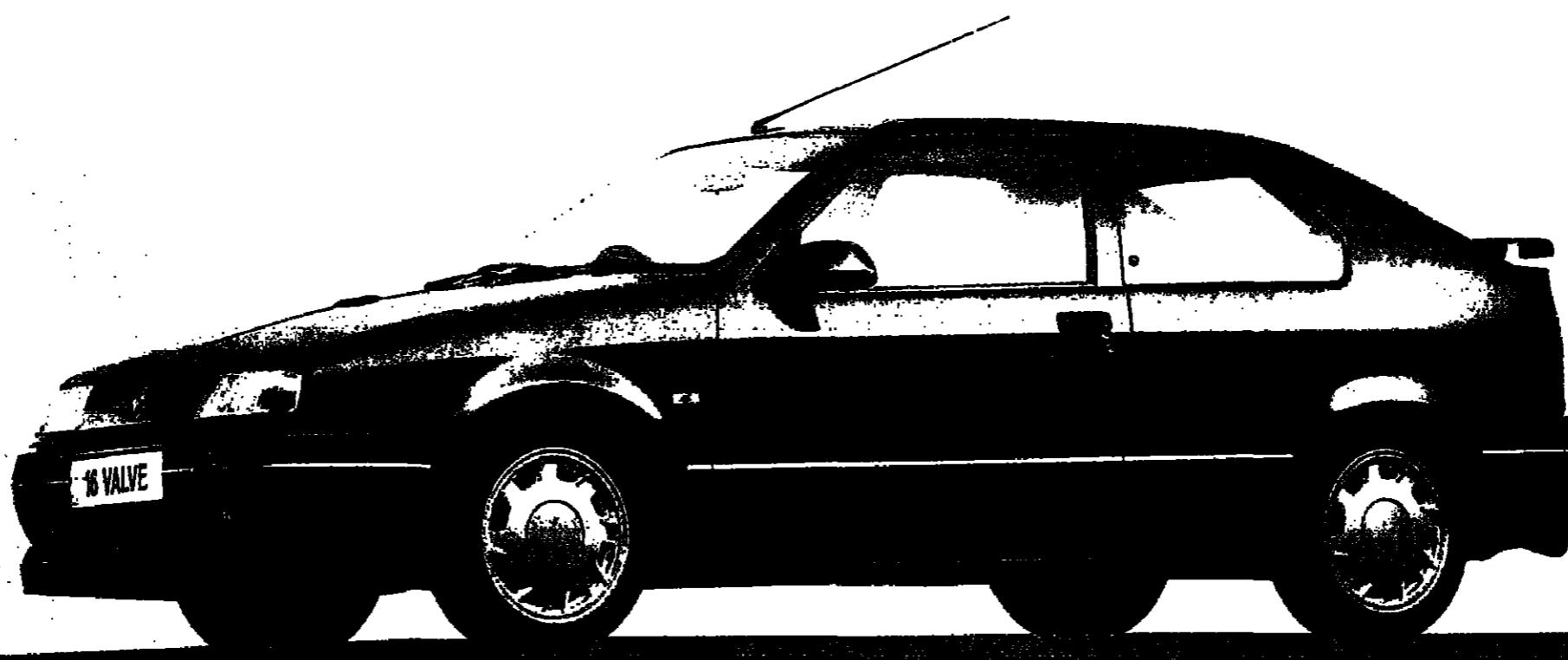
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# UN agency calls for legislation to protect strikers

By Michael Smith, Labour Correspondent



Willis: workers under threat

The International Labour Organisation has called on the UK government to change employment legislation to protect striking workers. The call came after its ruling that the dismissal of 2,000 seafarers by P & O European Ferries breached international conventions.

The call by the United Nations agency, to which the UK is a signatory, represents the latest in the series of clashes with the government.

The ILO has also criticised the UK over restricting subject matters for industrial disputes and the government's handling of the GCHQ communications centre in Cheltenham, western England.

The disagreements demonstrate the divergence between the government's thinking on employment law and that of other countries.

In the latest ILO ruling, the agency's governing body upheld a complaint from the NUS' seafarers' union, since merged into the RMT transport workers' union, over the P & O sackings. The NUS claimed British laws allowing the company to dismiss all striking Dover employees were incompatible with ILO conventions on freedom of association. The strike was in protest at reorganisation.

The Department of Employment said yesterday it was studying the ILO's ruling. It said there was nothing in the UK's employment laws which breached the ILO's conventions.

The organisation urged ministers to revise employment protection legislation after the committee said

## Gas price rises 35% for power projects

By David Thomas, Resources Editor

British Gas is announcing today that it is raising the price of gas for new electricity generation projects by 35 per cent.

The increase, which comes into effect tomorrow, drew an immediate protest from Michael O'Gorman, director general of the Office of Gas Supply (Ogas), the industry regulator.

Ogas interpreted the increase as an attempt by British Gas to choke off demand in the newly emerging market for gas-fired generation and threatened to refer the move to the Office of Fair Trading, the competition watchdog.

A healthy gas-fired generating market is crucial to the government's plans to inject

competition into the newly privatised UK electricity supply industry, since nearly all the potential new electricity generating companies wish to build gas-fired plants.

British Gas is announcing yesterday a 35 per cent increase in the basic gas supply contract used by electricity generators. This contract, known as the long-term interruptible schedule, covers very large contracts, typically more than 100m therms a year taken out for lengthy periods of 10-20 years.

Mr McKinnon said: "In Ogas's opinion, there are no viable reasons either in the cost structure or in external market conditions to justify such an increase."

## Pressure mounts on pay deal for civil servants

THE GOVERNMENT faces strong pressure to concede pay rises above inflation to more than 300,000 civil servants after the disclosure yesterday that half of private sector settlements in the last year have been between 8 and 10 per cent, writes Michael Smith.

Under pay agreements with the civil service unions, the government is committed, other than in exceptional circumstances, to pay increases for junior and middle ranking civil servants which fall in the middle 50 per cent of deals in

the private sector.

The pay rises are due for implementation in April, a month when most economists expect the annual inflation rate to fall below 7 per cent.

Yesterday's figures, from the Office of Manpower Economics, means the government faces a dilemma. It is likely that it will have to choose between paying below 8 per cent, and thus face union accusations of breaking the pay agreements formulated only two years ago, or ignoring its own advice to employers to keep pay deals low.

And that's not all. Swansea is one of the best places to live in the UK, according to a recent major survey.

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## Iron Lady resurfaces to praise Downing St successor

By Philip Stephens, Political Editor

FOR Conservative MPs it was the making of their new prime minister. To the dismay of a still-disgruntled few on the right of the party, Mrs Margaret Thatcher added her voice to the accolades.

After a 100 days in the job, Mr John Major was announcing that the end of a war in which victory had been swifter, more decisive and less costly than he could ever have hoped for. That he did so without triumphalism but with customary calm reinforced the sense of achievement.

There was no inclination among the Conservative MPs and ministers crammed into the Commons chamber to recall that in the deserts of the Gulf Britain had been but a small cog in an American wheel. That the messages from Downing Street had always been a few minutes after those from Mr George Bush's White House.

Instead, Mr Major had proved that he had the nerve and the maturity to lead the nation in war. As Mrs Thatcher reminded the Commons, no-one had known a few days, let alone six weeks ago, that the casualties would be so light. The voters, many Tory MPs were thinking, would reward their prime minister and the government. This was the backdrop they needed for a June election.

The government has backed the authority of the United Nations on other issues and that is right for all our sakes," he said.

The government must act to uphold the authority of the UN conventions, which are an integral part of the body of international law.

Mr Peter Brooke, Northern Ireland secretary, gave no indication of having made any progress in efforts to start round-table talks on the

## BRITAIN IN BRIEF



### MPs criticise use of funds on defence

The Ministry of Defence has been sharply criticised by MPs for lack of accountability to parliament and the public when releasing details of budget cuts.

It also rebuked the MoD for squandering public funds, including nearly £40m on a project which it is now abandoning.

The manner of announcement and explanation of those measures which have so far been made public has been unacceptable haphazard," the Commons defence committee said in a report analysing short-term savings made by the Royal Navy.

Ministers had released often incomplete details of the cuts, the committee said, sometimes directly to MPs, and at other times through news releases or in written answers.

The committee examined a series of decisions taken last year to save a total of £650m from the defence budget.

province's political future after a meeting with Unionist leaders.

Both sides refused to comment details of the meeting at Westminster. The Northern Ireland Office said only that a range of matters had been discussed "in a cordial fashion" with Mr James Moloney and the Rev Ian Paisley, leaders of the Official and Democratic Unionists respectively. The exchanges came amid growing pessimism among all sides about the prospects for the initiative Mr Brooke started more than a year ago.

### Pay pause may hit Taurus

A pay pause at London's International Stock Exchange could hold up the introduction of Taurus, the new electronic share transfer system computer managers working on the project have warned.

A confidential memo setting out fears that experienced computer staff could leave the project and seek jobs elsewhere as a result of the pay pause has been sent to Mr Rod Magree, managing director of the Stock Exchange's settlement services division by Mr Brian Phillips, settlement services division manager, Taurus.

Local authority chief executives have come out in favour of abolition of the community charge, or poll tax, and its replacement with a tax based on property values.

Their policy confirms a pattern emerging increasingly from local government leaders. Both the Association of District Councils and the Association of County Councils now favour the replacement of the poll tax by a domestic rating system based on the value of a residence.



Conservationists have lost the final round of their battle to block a controversial plan by Lord Palumbo for the redevelopment of the Mappin & Webb site (above) at Poultry, near the Mansion House, in the City of London.

Five Law Lords ruled unanimously that the development can go ahead which means that a design by Mr James Stirling can replace listed buildings on the site. The proposed new building has been described by the Prince of Wales as resembling "a 1930s wireless."

### European retail New transport body urged

A working party from the National Economic Development Council has come out in support of calls for the creation of a central body to solve London's transport problems.

It said a two-tier, non-elected regulatory and management body should be set up under the auspices of the Department of Transport to adjudicate on cases of alleged religious discrimination but the first case was adjourned when the Tribunal refused to order

drawing up a transport strategy and the second tier with implementing it.

The aim would be to provide a means of co-ordinating an attack on the capital's worsening transport problems but at the same time avoiding the re-creation of a

controversial and powerful locally-elected body such as the former Greater London Council.

### Ulster jobs law changes planned

The government has published its plans to amend a flaw in Northern Ireland's fair employment legislation which is holding up more than 100 cases of alleged religious discrimination in the workplace.

The Fair Employment Act (Northern Ireland) 1989 established a Fair Employment Tribunal to adjudicate on cases of alleged religious discrimination but the first case was adjourned when the Tribunal refused to order

disclosure of certain documents requested by the applicant.

To have done so would have left the employer at the risk of committing a criminal offence under Section 30 of the Act which prohibits the disclosure of monitoring information.

## No progress on Ulster talks

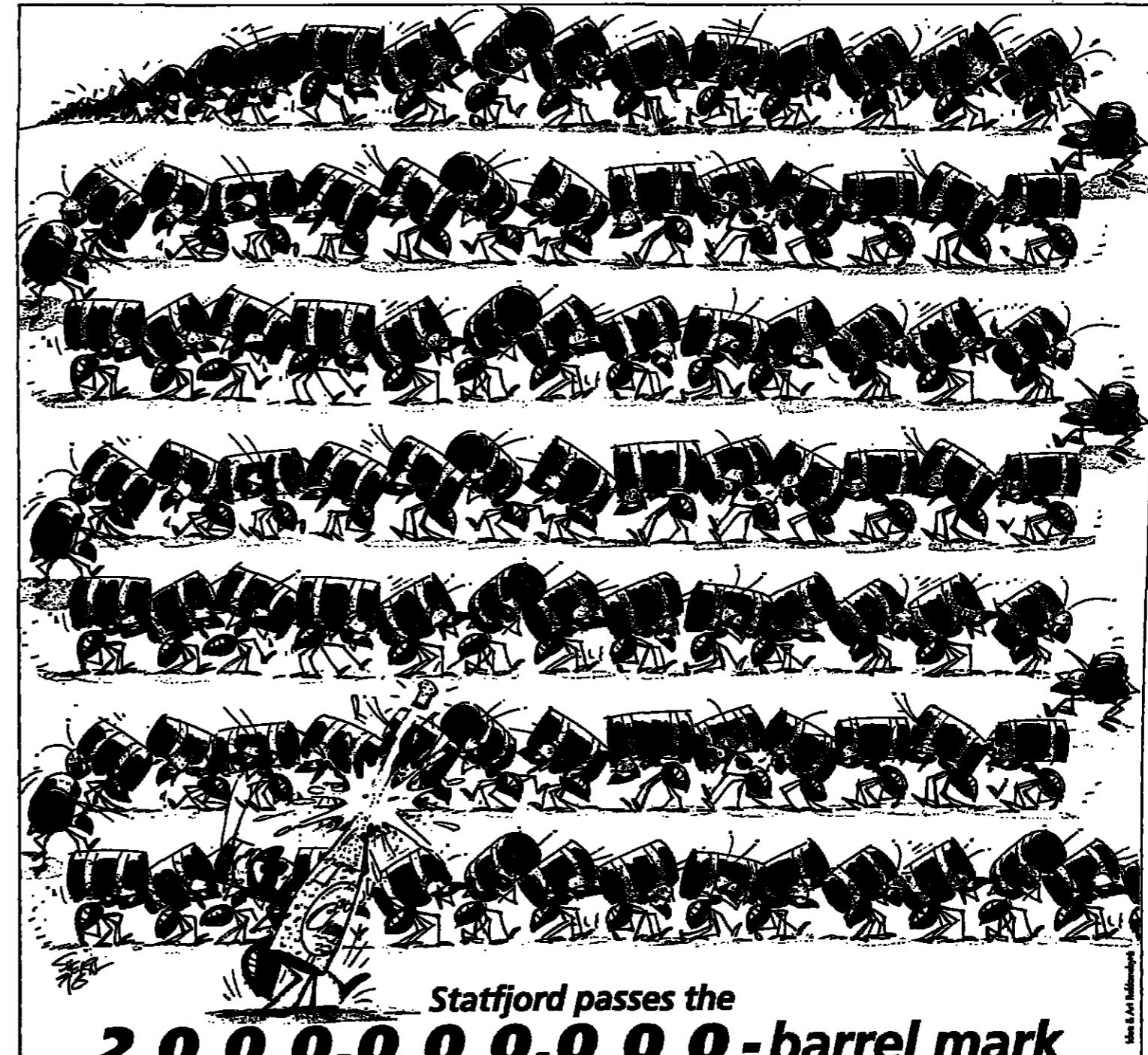
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## Council chiefs back rates

Local authority chief

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Their policy confirms a pattern emerging increasingly from local government leaders. Both the Association of District Councils and the Association of County Councils now favour the replacement of the poll tax by a domestic rating system based on the value of a residence.



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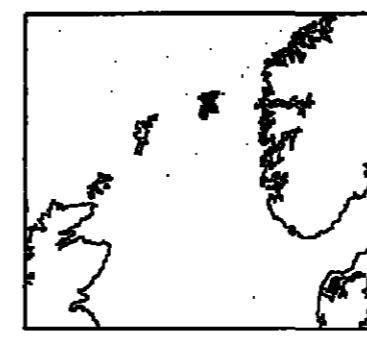
reason to be proud of this achievement.

The field's success is also due to technological innovations. The three platforms on the field are among the largest in the world. One of the 75 oil wells holds the horizontal range world record, which is in excess of 5 kilometres. This record will soon be

extended to 6 kilometres, by a well on which drilling has just started.

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## ECONOMIC POLICY

## Labour attacks Tories over use of interest rates

By Ivo Dawney, Political Correspondent

MR NEIL KINNOCK, leader of the opposition Labour party, released a domestic political hostilities last night with a wide-ranging attack on "short-termism" in the government's economic policy.

In a heavily-promoted speech in London, he attacked the Tories for using only high interest rates to tackle the recession, claiming they were failing to address declining UK competitiveness in manufacturing and skills.

The occasion, organised by Labour's Institute of Public Policy Research, was clearly intended to return the political spotlight from the Gulf to the domestic economy.

Labour strategists are increasingly wary of an early general election in the wake of the UN allies' victory and the sharp rise in Mr John Major's popularity ratings.

With the Gulf war now over, they are determined that voters' eyes now turn to the prime minister's personal responsibility for the current economic downturn, not least as a former Chancellor and chief secretary to the Treasury.

In his opening remarks, Mr Kinnoch told an audience of some 200 businessmen, finan-

cial and trade unionists that the current recession and its predecessors in the early 1980s were both "home-made" in Downing Street. The adoption of a high-interest rates policy for tackling inflation was a short term measure that would merely suppress the disease not cure it, he added.

Accusing the government of "a bias against the future", he went on to warn that the government's tendency to look for quick solutions meant that it boosted demand-led consumption at the expense of investment. The use of interest rates alone to defeat inflation would depress manufacturing investment and hence long-term competitiveness.

Turning to Labour's proposals for industrial policy, Mr Kinnoch said: "Britain needs an economic policy that will tackle recession now and in the course of doing that will contribute to its building economic growth in the future."

In the era of the exchange rate mechanism, the UK had to emulate its European partners by promoting better quality, process and product innovation and design. These would involve "modern economic management" and the use of

## Lamont dampens hope of cuts

By Ralph Atkins

MR NORMAN Lamont, the chancellor of the exchequer, yesterday sought to dampen hopes of a further cut in interest rates in the near future in what were almost certainly his last public comments before the Budget.

Speaking in the House of Commons, Mr Lamont insisted that he was "not going to take any risks either with the exchange rate or with interest rates".

He hoped that MPs would "not have exaggerated ideas about interest rates which may, or may not, be possible".

Mr Lamont gave no clues about the changes he will make in his Budget on March 19 in spite of much clamouring from some Conservative MPs for cuts in the cost of borrowing.

ing and tax changes to help business.

But he hinted that the government's inflation forecast of 5½ per cent at the end of the year would be revised downwards significantly.

That prediction had been made at the time of the Autumn statement, he said.

Also during Treasury questions, Ms Gillian Sheppard, junior treasury minister, referred MPs to the lower levels of inflation being forecast by the end of the year by the majority of independent economists. Significantly, Mr Lamont stopped short of settling zero inflation as the government's eventual target.

Neither France, Germany, nor Japan looked as though they were about to achieve

that, he said.

"So I think our first objective must be to get a sharp reduction in the level of inflation down to that of our competitors," he added.

Mr John Smith, the opposition Labour party's Treasury spokesman, complained that Britain was the only country in the European Community which was suffering from a recession.

In reply, Mr David Mellor, chief secretary to the Treasury, said there had been a decade of "unparalleled success" for the UK economy.

Mr Alan Beith, the Treasury spokesman for the centrist Liberal Democrats, said it was important for the UK to avoid gaining a reputation for devaluing its currency.

## UK NEWS

## Differential pricing may not be on the cards

Clay Harris and John Thornhill on choices retailers face following a change in the law

BRITAIN is preparing to move away from a retail system based on fixed prices, and, perhaps, from the cashless society. From this month, merchants will be allowed to charge different prices depending on how the customer chooses to pay.

The legalisation of differential pricing follows a lengthy debate on the role and costs of credit cards in the economy. The move is intended to end the subsidy which users of credit cards are deemed to receive from customers who use other methods of payment such as cash, cheque or debit cards.

Acting on the advice of a Monopolies and Mergers Commission report in 1983, the government has removed the legal support for the "no discrimination" clause in credit card issuers' contracts with merchants. This forbade traders from charging customers more for one method of payment than another.

The credit card companies were free to remove this clause from yesterday and must do so by March 7.

So far, no leading retailer, hotel chain or restaurant has indicated an intention to charge different prices. In a recession, they cannot risk driving away customers. But many are prepared to reconsider if a brave rival leads the way.

Smaller independent retailers and restaurants are more likely to be the first to break ranks.

If this happens, however, it is possible that cash payment will not see any benefit in the form of lower prices, and credit card companies admit they may be deterred from exercising their contractual powers to limit a merchant's surcharge on card-using customers to its actual costs.

If the legalisation of differential payments leads to a greater use of cash, it may also have an impact on areas not directly related to retail prices. These include a possible encouragement to violent crime and a setback to efforts to control the black economy.

If cash costs less, moreover, some customers may forgo their protection under the Consumer Credit Act which applies only to credit card transactions over £100, and not to cash.



Plastic welcome: but it is now legal to charge extra

The act's guarantees were instrumental in obtaining refunds for customers in a number of recent corporate collapses.

On the other hand, those who worry about excessive personal credit hope that charging a higher price for card use will deter some customers from running up huge bills.

Even consumer organisations that supported legalisation of cash discounts worry that the rules drawn up by the Department of Trade and Industry are complicated and open to abuse.

Briefly, these state that any merchant intending to charge different prices must post notices at each entrance and till. These must spell out that the merchant has an indicated price for goods, which is not applicable to all methods of payment. Any surcharge or discount, either as a percentage or fixed sum, must be spelled out for each form of payment.

In restaurants, this information must also appear on menus. At petrol stations, it must be displayed on roadside signs, pumps and at the till. The maximum fine for breaking the regulations is £2,000.

that credit cards are still more expensive than cash and cheques, but it is possible that for some large retailers, debit cards like Switch and Connect - which are like electronic cheques - are cheapest of all.

Each merchant's charge for credit cards is determined by a "matrix" which takes into account turnover, industry sector, average transaction size and specific fraud experience.

Some retailers pay credit card companies up to 5 per cent on every sale. However, big retailers are able to negotiate competitive terms. In some cases the difference between cash payments and credit cards is as small as 1 per cent.

The average charge to merchants for cards run through the banks like Visa and Access is 1.55 per cent, according to one study quoted by Diners Club.

Mrs Ann Perkins, director of cash and handling operations at Securicor, the security group which transports £100bn a year in the UK, puts this into perspective. She says the delivery of cash to a local bank by small traders is likely to cost them about 40p per £100, or 0.4 per cent. Using a cash handling system like Securicor's, they can reduce this by perhaps half.

Large retailers who consolidate their own cash and have it delivered to banks by wholesale centres cut the cost even more.

Similarly, a 15p per cheque handling charge can come down to anywhere between 3p and 10p for big retailers.

One leading High Street retail chain estimates that its credit card transactions are five times as expensive as handling cash and cheques.

Mr Mike Wilsey, assistant director of the Retail Consortium, the trade association for the industry, suspects some retailers may experiment with dual pricing in a few stores to see how it is received.

"That happens there may well be a knock-on effect. But it is probably more likely that they will offer a discount for cash rather than a surcharge for credit cards."

The Consumers Association disagrees: "We think it is more likely that retailers will surcharge rather than discount."

Additional reporting by David Churchill

### WHAT THE RETAILERS ARE DOING

**■ British Petroleum:**

The oil company decided against dual pricing at its petrol stations because of potential confusion to customers and administrative difficulties.

**■ Boots:**

The retail chemist chain decided a year ago not to introduce variable pricing. "We have made a concrete decision rather than just ignoring the question."

**■ Tesco:**

The supermarket chain says: "We think customers are beginning to find that it is more convenient and safer to use plastic cards rather than carrying a lot of cash around and that applies to the stores as well."

**■ Marks and Spencer:**

"We have a standard price for everything and dual pricing is not an issue," says the retail group, which only accepts its own credit cards. "We would like to see the usage of our card go up. It gives us a wider customer base where we can market other goods."

**■ Thisthousse Forte:**

The hotel group has no plans to charge different prices. It wants people to pay by credit card as this is more secure than hotels having large amounts of cash on hand.

**■ Savoy Group:**

Managing director of the hotel group, Mr Giles Shepherd, says: "I'm not going to charge my cash customers one price and credit card customers another."

**■ Dixons:**

The electrical goods retailer says: "We just want customers to buy the product, how they pay is somewhat secondary."

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## THE PROPERTY MARKET

## Holford keeps up momentum

By Paul Cheeseright, Midlands Correspondent

HOLFORD ESTATES, the property subsidiary of IMI, the international engineering group, is about to start work on the second phase of the industrial park from which it derives its name. It might seem a strange time to be doing it. The park is at Witton, three miles north of the Birmingham city centre and alongside the M6 motorway. So it is right in the middle of a region that is not only the hardest hit by recession in the UK but also has an abundance of disused industrial property. Birmingham City Council said that at the end of 1990 there were within its boundaries 5m sq ft of vacant industrial property and 800 acres of available industrial land, of which 400 acres are derelict.

But Holford has seen all this before. Its origins lie in the fact that half the 220 acres IMI owns at Witton were surplus to its manufacturing requirements after the early 1980s recession. "Holford Estates began in 1984 when the market was as bad as it is now," said Mr Barry Jones, the managing director. "Then we went into the exercise of looking at what we could do with 110 acres of virtually no value."

This process of finding alternative uses for old industrial land gathered momentum during the 1980s as vigour

returned to the regional economy. Indeed, throughout the West Midlands, some 6,000 acres of derelict land were reclaimed between 1982 and 1988. And, where it has been started, the process carries on. A little further north than Holford, along the M6, Triplex Lloyd, another engineering group, is, for example, turning the site of an old steelworks and retail warehouses, and a multi-screen cinema. But developers looking for land on which to develop what might loosely be called urban regeneration projects are now more scarce.

Holford Estates never had the problem of buying land. So it starts its operations on a different cost basis from the average developer. But it does not escape the cost disciplines of the developer. These are imposed by a parent company which accepts that the financing criteria of property are different from those facing a company making widgets but psychologically is accustomed to a landscaped environment, 675,000 sq ft of space. Of this a maximum £5.8m was committed by the UK government in the form of urban development grant. Since then £25,000 sq ft has been completed and placed with tenants on 25-year leases.

In the first place IMI expects Holford Estates to give it a return on its land assets, a valuation on which is fed into the industrial park's cost calculations. Holford Estates is no different from any other developer in wanting a 20 per cent margin, but, because the first phase of the park is held as an investment, that does not have to happen immediately. The discipline, though, is that the return should start to show through after the first rent review.

Second, IMI acts as the banker for Holford Estates. IMI treats the property company as what Mr Jones calls "a reasonable risk" but if IMI makes a loss on the deal, it will have to borrow cheaply on the markets it will not necessarily pass on the bargain. This suggests that although IMI will not oblige Holford Estates to pay four points over base rate – which is what smaller developers are paying even at the end of the 1980s – it will expect two points.

In 1984, when groups such as IMI were recovering from harsh retrenchment, the commitment was made to spend £28m over seven years to build, in a landscaped environment, 490,000 sq ft of space. Of this a maximum 140,000 sq ft is tied up in the expansion plans of these tenants. To all intents and purposes the first phase is finished.

## No halt in the rate of decline

Holford Estates is showing a valuation surplus on its assets of £4.7m and this year, for the first time, its flow of rental revenue will exceed the cost of the interest charges on the development. Hitherto, Holford Estates has been paying IMI what it could in interest, but what was due and not paid has been rolled up.

The ability to create a revenue surplus comes as the first rent reviews roll through. The first tenants came in at £2.50 a sq ft. The two reviews so far have lifted the rents to, respectively, £4.85 and £5.18. These rents are at the top of the range for Birmingham industrial property. They could possibly have been marginally higher had they been negotiated a year ago, although Cheltenham, a chartered surveyor, reported that rents for the best industrial property have been holding steady despite economic gloom.

Mr Jones said land clearing for a new phase – 490,000 sq ft of buildings on 37 acres – will start in April. The government has agreed in principle to provide a city grant of £5.3m to help meet total expected costs of £31m. But this time Holford Estates will build to sell and, while it is willing to prepare the infrastructure, it will not construct the buildings without a pre-let.

The IPD monthly index shows the downward trend in the market continues unabated on all performance measures.

The Investment Property Database, which has been re-

based on more information, believes that 1991 has yet to

see a deceleration in the rate

of decline. The index has regis-

tered a fall in each of the year-

on-year total return, capital

growth and rental value

growth figures.

The worst figures in all

three categories were on the

capital account, reflecting the

continued outward movement

in yields. The newly-launched

IPD monthly equivalent yield

series shows one of the sharp-

est outward movements since

its January 1987 starting date.

The IPD describes the mar-

ket as "paper thin" and com-

pare it with 1974. "There are

periods in the cyclical pattern

of the investment property

market – which may last for

many months – during which

the market virtually dis-

appears," it says. "No one will

sell at a price buyers are will-

ing to pay. Assets are frozen in

investment portfolios and

investment sites are deserted."

The relative position of the

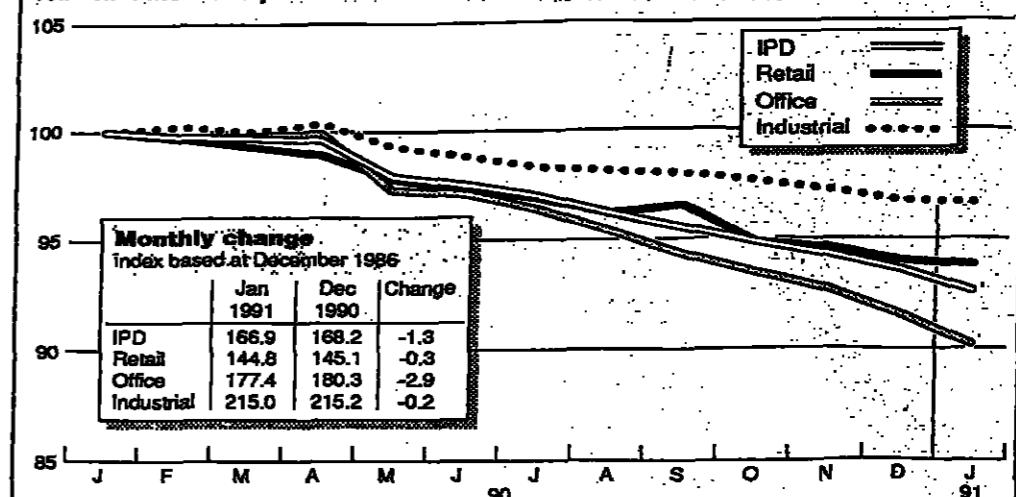
three sectors was unchanged this month. The weakest, the office sector, produced a monthly return of -1.6 per cent. Its rental value growth was negative for the month (-0.8 per cent) and was negligible over the year to January, with a significant outward movement of 0.30, taking it to 9.3. There was also a substantial decline in total return and capital growth, which fell by 2.1 per cent.

By contrast, there was a relatively small shift in the retail

yield of 0.13. Total return and capital growth shifted down by 0.3 and 0.8 percentage

## IPD monthly index

Total return index January 1990 = 100



10 to 17 and the number of live properties recorded from 317 to 1,442.

This has taken the capital value of the monthly index over the 23th mark for the first time, despite continually falling asset values throughout 1990.

Industrial property showed only a marginal drop in returns in January, while capital growth fell more dramatically by 0.8 per cent. The equivalent yield movement over the month was similar to that of the office sector and has brought the equivalent yield, at 11.0 to its highest level since June 1987.

From January 1991, the number of separate property funds in the IPD has increased from 31 to 47, the number of firms of valuers involved from

Vanessa Houlder

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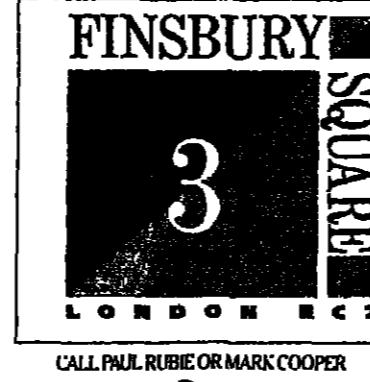
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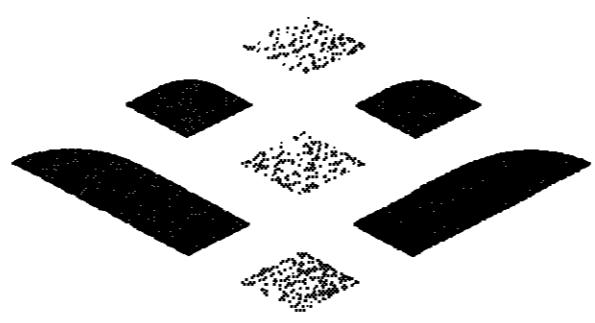
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## ARTS

# A prince among engravers

Patricia Morison visits the Fitzwilliam Museum, Cambridge

**S**pring has come to Cambridge and carpets of light-yellow acanthis are in full flower along the Backs. At the Fitzwilliam Museum, too, there is an array of temptations for the spring with three exhibitions, as well as the museum's full complement of treasures now returned after an arduous two-month tour of the US to raise funds.

There is a small selection of Venetian 17th- and 18th-century drawings, among them effortless pen sketches by G. B. Tiepolo of crumpling farmhouses in the Udine. The Fitzwilliam is the last stop for a terrific ceramic show, *Lucy Rie Horn Copper, and Their Pupils*. This is a large travelling exhibition mostly from private collections, sponsored by Hill Samuel Bank Ltd, until April 1. Best of all, the Royal Opera is staging a tribute to that prince of German engravers before Dürer, *Martin Schongauer* (until June 2), a lovely exhibition of some 60 engravings.

Schongauer died 500 years ago, probably of plague, when he was still in his forties. Little is known about his life beyond that he was the son of a goldsmith (the typical background of 15th-century engravers) and worked mainly in the prosperous town of Colmar in Alsace. He left a small number of paintings, the most famous being the *Madonna in the Rose Garden* beloved of Victorian copyists. Far more significant, however, was his legacy of 116 dazzlingly accomplished prints which put the craft of engraving on a new level.

More than most Northern late-15th-century realists, Schongauer was fascinated with minutely observed physical detail. His *Death of the Virgin* is a crowded mass of figures, furnishing and stiff leaves of drapery. It invites the viewer to leave the pedestal and stand on the floor, peering unwillingly at Schongauer's precision with the toenails and veins in his elderly apostles' ankles. According to legend, the twelve apostles returned from heaven to help the Mother of God through her last hours. Schongauer's apostles are not the brooding mourners painted by Hugo Van der Goes, his Flemish contemporary. Instead, this is a deathbed

scene of animation and human warmth as the apostles fuss round the Virgin. One of them places a taper in her hands and another has a metal pot dangling from his arm. In the foreground is an elaborate candlestick such as the artist's own father would have been making. The apostles have brought devotional reading matter, and one of them holds his spectacles close to the page. All this friendly clutter anchors a moment of high devotional intensity firmly in the realm of everyday experience.

This mastery of crowd management is equally evident in the *Adoration of the Magi*, and the eye for human detail that weaves carefully through the clutter for his master's gift back in his bag. The magi's retinue is made up of distinctly Turkish-looking soldiers under their its star-spangled banner and in the highly dramatic scenes of Christ's Passion, we find more turban-wearing Orientals. Many artists of the day were fascinated by eastern faces and costumes, but in the case of Schongauer scholars have wondered if he had first-hand experience of somewhere more exotic than Colmar - the Costa, perhaps?

If his *Wanderjahr* after finishing his apprenticeship took him south it would explain the dragon-tree and date-palm in his *Flight into Egypt* and the lizards he included, with the homely fox-glove and thistles. This is a magical handling of the subject, in which the palm-tree does not simply bend its branches to feed the Holy Family. Instead, Schongauer has five small but determined foxes weigh down the branches so that Joseph can pick a safe place to stop.

Schongauer's secular subjects are charming and a touch mysterious, too, since it is not sure who they were meant for. There are studies of animals - pigs, stags, and an unconvincing elephant - which he might have sold as models to craftsmen. Some think the coats of arms were made for the upwardly mobile burghers of Colmar. A delightful scene of a peasant family riding out of their village on its way to market was perhaps intended to be



The Nativity by Martin Schongauer, in Cambridge until June

humorous although Schongauer has not caricatured the threadbare, barefoot poverty of the rustic world. A word of warning: these are not easy times for Britain's university collections so the Fitzwilliam has to be niggardly with opening hours. The museum is closed on Mondays. On Sundays and weekdays the upper galleries, including the Print Room, are open only from 2.00-5.00pm.

*Prints and Drawings: New Acquisitions* at the British Museum marks five years during which no less than 3,000 works have either been given or purchased on a slender budget. This is a large and enjoyable mixed show which contains

something for just about all tastes, from Norwegian landscapes to French revolutionary satirical prints. To single out just a few: the Museum now owns Gainsborough's only self-portrait drawing and Richard Dadd's velvety "Halt in the Desert" which was unearthed by the BBC's *Antiques Road Show*. I fell for a breezily outdoor scene of a man and woman watching their decoy owl by the Baroque artist and hunting-addict, Pier Francesco Mola. Three wonderful pen-and-ink drawings by Guercino are an hors d'oeuvre for feast of Guercino drawings which will be at the Museum in May.

## Elektra

ZURICH OPERA HOUSE

There is no end to the fascination that Ruth Berghaus exercises in the German-speaking opera world. Understanding is optional: the Berghaus language is one that no-one else uses, and you either find it stimulating or a bore. Occasionally, as in the Vienna *Fliederrosen*, she hits upon an intriguing visual counterpoint to the score, and there can be fleeting, unique insights. Most of her productions, however, are a theorist's puzzle, telling us more about Ruth Berghaus than about the work in hand. The Zurich *Elektra* falls into the latter category.

Here were all the Berghaus trademarks - the artificial sign language, decorating the work with psychological brushwork so that it becomes unrecognisable; the apportioning of a greater significance to every minor movement and gesture; the little jokes like the servant sneaking a packet of cigarettes to Elektra, or the way she dances a merry waltz with Aegisth, planting a sensuous kiss on his lips and then donning his top hat and tails. Nothing directly related to the work Strauss wrote - to the vital human emotions expressed in the music, to characters drawn from classical Greek mythology, to family relationships gone awry.

What we have instead is an abstract, analytical, inexplicable *Elektra*, in which each character adopts a different set of mannerisms, walking, crawling and gesturing like mechanical dolls, imprisoned by their own hang-ups about the past and future. Hans-Dieter Schall's set - a white post-modern labyrinth fronted by a central room

with open wall-frames - resembles a mental clinic, which has to be regularly disinfected by white-coated staff. The three leading ladies wear black miniskirts like an inmates' uniform. Klytemnestra is an ageing tart with a pigtail and handbag. Chrysotemis spends the evening obsessively running a yellow wedding dress, in which she becomes responsible for the final scene.

One picks up what can from this charade - the Zurich audience evidently loved it - but it was an *Elektra* best appreciated with eyes closed. The conductor, Half Weikert, paced the music with exemplary, unshowy skill, reconciling all the extremes of mood and dynamic. The orchestra's attack was effortlessly secure. The performance emphasised the score's Wagnerian overtones - the constant groundswell of brass motifs, the moving stillness of the recognition scene. It was a hall's-eye performance, monumental and ecstatic.

Deborah Polaski's Elektra looked like an overgrown, deranged schoolgirl. She sang with clarity, intelligence and delicacy - she never resorts to screaming - but still suffers from a restricted top. It was a pity her scene with Reinhold Runkel's excellent Klytemnestra was allowed to pass for so little. Carmen Reppel, an experienced soprano, sang with clarity, intelligence and delicacy - she never resorts to screaming - but still suffers from a restricted top. It was a pity her scene with Reinhold Runkel's excellent Klytemnestra was allowed to pass for so little. Carmen Reppel, an experienced

apocalyptic text - from the *Lamentations of Jeremiah, Revelations, and from Leonardo's prophetic vision, De Metalis*, which foresees a New-Age-like future in which the Earth revenged itself on the human race for the crimes committed against it.

Andrew Clark

## Rihm's "Dies"

ROYAL FESTIVAL HALL

Last year's *Musica Nova* in Glasgow cast valuable light on Wolfgang Rihm's recent music, and confirmed him as one of the most intriguing of the younger European composers. But Rihm's work list is already so enormous, his changes of style apparently so confounding, that even such a useful introduction brought only partial enlightenment.

In his output there are a number of highly considered pieces that London Symphony and Alardis introduce, one of them from the 1970s *Die Kontakte* to Britain during their Mahler Festival in 1985 and at the Festival Hall on Wednesday night the BBC Symphony Orchestra under Lothar Zagrosek brought the British premiere of Rihm's *Dies* from 1984, a massive, awesome choral and orchestral setting that must surely have dispelled many lingering doubts about Rihm's ability.

*Dies* is only partly what it title suggests - a setting for choir, speakers and huge orchestra of the *Die Irae* text from the Requiem Mass. For Rihm has tried hard to distance the work from the original liturgical context (quoting Brahms's *German Requiem* as his precedent) and made it, as he says, not so much about *Die Irae*, the Day of Wrath, "but *Die Illa*, that day, the day when man stands lone in his guilt and becomes his own accuser."

So the lines are mingled with other apocalyptic texts - from the *Lamentations of Jeremiah, Revelations, and from Leonardo's prophetic vision, De Metalis*, which foresees a New-Age-like future in which the Earth revenged itself on the human race for the crimes committed against it.

Andrew Clements

The texts, in Latin and Italian, are woven into a seamless whole and democratically distributed between the forces; the effect is of a sustained onslaught of vivid imagery, matched to music of fierce intensity and sudden moments of sharp poetic beauty. One of the problems in coming to terms with Rihm's music has been the difficulty of pigeon-holing it: there are traces of many strands of European modernism and post-modernism, yet it cannot comfortably be assigned to any one.

So the grand rhetorical gestures of *Dies*, the percussive thunders and volleys of brass, the superpositions of speech and song (recalling Schoenberg's own piece of apocalypse, *Jakob's Lieder*), and the hirsute, almost Verdian sweep of some of the solo lines, can all comfortably coexist; Rihm is music of supreme instinct, and at his best in pieces like this, offers an exhilarating challenge.

Zagrosek's performance, assured, appropriately grand, involved a battery of choir (the BBC's own Singers and Symphony Chorus, as well as Trinity College Chamber Choir and the Finsbury Children's Music Group); the soloists, in some cruelly exposed writing, were recruited from the London Sinfonia Voices.

The logistics and sheer difficulty of presenting *Dies* will keep it out of the reach of most choirs and orchestras, but the work will get performed, because it packs an elemental power that is quite special.

Andrew Clements

## Mary Stuart

BOCKENHEIMER DEPOT, FRANKFURT

History's favourite queens, Elizabeth I and Mary Queen of Scots, never met, but everyone wishes they had. Two centuries on, the wish was granted in the theatre, but, to English eyes at least, by the wrong man - a German writing for a Catholic audience in the shadow of the French Revolution.

Schiller delivers a thumping blow to English textbook memories - a reminder that each age remakes history in its own image. Elizabethan traitors are Romantic freedom-fighters - Mary, raffish and ravishing, a Don Juan in petticoats, hostage to a collapsing ancien regime headed by fatally envious Bad Queen Bess.

Frankfurt's Lore Brunner, soprano pride modulating to adagio calm, is a magnificent full-blooded but not bloody Mary. The world well lost for love, Mrs Brunner fights to the last, then sinner-monarch-murderer falls into her arms in her final scene. As Peter Wood pointed out in his 1988 Old Vic production, how well Mary's infinite capacity for love shows up against Elizabeth's infinite capacity for chastity. The climactic scene where they call one another "bastard" and "whore" still shocks. Here, Ursula Karusseit interprets Elizabeth's defensive hauteur as that of a woman successful but unsatisfied, upright, strong

yet longing to let rip. No wonder she falls for Leicester, ladykiller with no sexual hang-ups of his own.

Women beware women. Not between Middleton and oh, Salome or Saint Joan, can English theatre boast tragic female parts like these. Proto-feminist themes fly like sparks. The distorted Weltschauing of women with top jobs in a man's world: sexual jealousy frothing under rival female careers; men manipulating women bosses into pawns instead of queens.

The queens' men are killed out at 19th century City gent's whom Schiller might have met on a visit to London. Guards in full fury-hatted regalia, off-duty from the sentry box, bring them tea in the royal drawing rooms. A master-stroke of casting is Thomas Thiene's passionless pragmatist King Burleigh: a Winston Churchill look-alike, bring out of his waistcoat, pulling a tight-lit wick. Mary's page candle, weighing down her fate, like

looks as if he's on a day-trip with AA Milne to the Changing of the Guard.

Precise costumes - shaggy bear coat for Shrewsberry, dashing white fur for Leicester - take psychological cutout to the hilt. It's a colourful touch in a production limited in scope by the Frankfurt Schauspiel's current makeshift home at the Bockenheimer Depot. On this improvised stage, Heidi Brambach's set, a crescent of 15 identical doors opening on to changing interiors, suggests at once the mystique of an ever-plotting court, a prison with all escape barred, and the comic absurdity of tyranny, where no individual can get his entrances and exits right a triumph of variety and subtlety.

When Stephen Spender translated the play, he quoted Mary's own words to the potential king: "No one is ever lucky in saying *Mary Stuart*". Modern English directors have gone for irony or adaptation, but in Germany there is a classical tradition which plays the piece as straight 19th century melodrama - which means taking it as seriously and idealistically as 19th century opera. When it works, as in Manfred Karge's production here, the effect is a knockout.

Jackie Wullschlager

## 42nd Street

DOMINION THEATRE

No show that contains even a tolerable rendering of "The Lullaby of Broadway" can ever fail wholly flat. There is also an undeniably kick to it: he had out of tap dancing, well done. So it is good that *42nd Street* has been revived for an eight-week stay at London's huge Dominion Theatre: an earlier, not vastly different version played for several years at Drury Lane.

The timing is good too. *42nd Street* is symbolically sentimental about the American dream, the country coming out of the depression of the early 1930s. The US has just come out of another recession in foreign policy.

*42nd Street* is a curiously old-fashioned piece. It is unusual nowadays to see up to 50 bodies on a London stage at the same time. It strikes one as anachronistic that they are all white. And it is an immense pleasure to see such a wholesome display of female legs. One thought that all that stuff had gone out years ago.



Jenna Ward

The audience loved it, perhaps more than the cast real-

ised. The applause starts as soon as the curtain rises to the dancing legs. At the end, "Lullaby" could have been encored several times. Instead, there was a single re-rendering, done from a pretty speech position.

The story is faulty. Dorothy Brock, the star singer played here by Elaine Loudon, in effect goes out of the show after the first act for no very plausible reason. She says that she has found true love and is making way for a younger woman, who can dance as well as sing. This onset of generosity scarcely fits with her earlier bitchiness.

No matter: "You're Getting to be a Habit with me", "In the Money" and "Lullaby", not to speak of the tap dancing, some of it superbly done by Jenna Ward as Peggy Sawyer, the star from the backwoods, make up for an awful lot. The direction is by Mark Bramble. I liked it.

Malcolm Rutherford

## Manfred Hemm

WIGMORE HALL

A first meeting with Manfred Hemm as Mozart's Figaro in Salzburg a couple of years ago was a reasonably pleasurable occasion, leaving the impression of a sturdy vocalist and forthright personality. Since then no operatic engagements have come the singer's way in this country and he has chosen to make his first English appearance in recital, which may or may not prove to have been the right decision.

A reacquaintance with this still young Austrian (born 1961) at the Wigmore Hall on Wednesday left mixed feelings. He certainly arrived here with plenty of voice, dark, strong, more bass than baritone; but when he calls upon it to deliver soft legato singing the instrument does not always respond as willingly as its owner would like. Often the

tones would give way and we were left with a hollow, sepulchral clang.

At first in the Schubert songs that opened his programme, there was also a sense of another problem. Hemm has a tendency to squeeze each note without vibrato, so that a song like "Die Sterne" proceeds note by note rather than in the long expressive lines which its composer must have intended to have been the right decision.

A reacquaintance with this still young Austrian (born 1961) at the Wigmore Hall on Wednesday left mixed feelings. He certainly arrived here with plenty of voice, dark, strong, more bass than baritone; but when he calls upon it to deliver soft legato singing the instrument does not always respond as willingly as its owner would like. Often the

slow speeds and solid playing in the accompaniment. "What means this dusk and dread?" asked the singer, with an uncanny knack for getting the darkest pronouncements to hit home, and the listener could but sympathise.

Ironically he produced his best singing in his other chosen cycle. This was an ambitious choice in front of an English-speaking audience: Vaughan Williams's *Songs of Travel*. But the broad character of the music suited the singer well, as it did his pronunciation, which became more flexible and the artist responded in kind.

In ease of vocalism Schumann's *Liederkreis* Op. 39 marked an improvement. The voice moved better and Hemm seemed able to convey what he wanted the music to say. That view of the cycle was, however, a gloomy one, intensified by

Richard Fairman

and Mon. Ends March 30

Hôtel de Ville, Salle Saint-Jean. Arturo Martini (1889-1947): the gently melancholy mood of the 49 bronze and terracotta works by the self-taught sculptor of the Valori Plastic group changes into voluptuousness with the female nude La Plaisir. Ends April 7. Closed Mon

Musée Dapper Household. Sculpture, a collection of 100 works in wood, ivory and brass from traditional societies in black Africa. Ends April 28. Daily

Louvre, Pavillon de Flore. Joss on Cleve: an exhibition showing the Italian influences on the Flemish painter, who became a Master in Antwerp in 1511 and visited Genoa around 1515. Ends May 27. Closed Tues

ROTTERDAM Museum Boymans-van Beuningen. Christoffel Wijck: recent paintings. In his first European exhibition, Wijck (b. 1955 Chicago) presents 40 works on the theme of language in painting. Closed Mon

STUTTGART Staatstheater. Acquisitions 1983-1990: drawings and engravings by Old Masters from the German, Italian and Dutch schools, including a Rembrandt. Also 19th century French prints Bredin, Bonnard, Vuillard and Roussel. Closed Mon

ZURICH Kunsthause From Leibl to Pechstein: Drawings by ten German artists around the turn of the century, including Impressionist works by Menzel and Liebermann, as well as unpublished sketches by leading members of the Brücke, including Kirchner and Heckel. Daily

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# FINANCIAL TIMES

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## Now that the war is over

WAR MUST never be seen as an end in itself but as part of a longer process. In its immediate aftermath, in any part of the world, there is an opportunity created by the feeling of a new malleability, a sense that things have changed. If it was true in Europe and the Pacific in 1945, it is especially so in the contemporary Middle East, where intractability and violence have for so long been set in a muddle of shifting alliances and rivalries, where the enemy of my enemy has never necessarily been my friend in anything more than the short term.

President George Bush, in his moment of supremely wrought and deserved triumph, never finer than in his exquisitely timed *coup de grâce*, must now seize this opportunity. So must those in Europe and the Arab world who shared in the victory, as well as those who did not. Their task is daunting.

They can draw up an impressive balance sheet of advantage from the war with Iraq. The region's most powerful, expansionist Arab country has been defeated in battle and its dictator neutralised, though not yet removed. The great erstwhile threat, Iran, has stayed on the sidelines. Its pragmatic leadership, not exploiting its old adversary's downfall. Another Arab power state, Syria, emerges stronger by virtue of its participation against Iraq, but with less apparently overweening ambitions than Mr Saddam's. Arabs and Americans have fought side by side to establish regional stability, thus providing much-needed balance to the traditional US tilt towards Israel. For its part, Israel resisted the temptation to intervene despite provocative Scud attacks. The Soviet Union, whose capacity to make mischief is not yet extinguished, was mostly co-operative. Japan and Germany, the non-combatant economic giants, made substantial financial contributions to an effort designed to uphold the principles not of free trade but of a civil international society.

### Impressive list

This is an impressive list, worth building on. Set against it must be the realisation that some of the core problems of the region, above all the Israeli-Palestinian issue, are still no closer to resolution. The Palestinians, not for the first time, appear losers in a war which, Iraq specifically claimed to be fighting on their behalf. The PLO by its equivocal support for Iraq, may have lost such credibility as it spent years in establishing in the west. Israel remains as opposed to any territorial concessions as ever and now must feel more certain the US will not ask for them.

So if the toughest nut shows no sign of cracking, how best may the great advantages of victory be exploited? The answers lie both in the short and longer term and all are concerned with security. The establishment of a regional security framework, which must have political, economic, and humanitarian as well as military dimensions, is the necessary precursor of any serious attempt to come to grips with the Palestinian question. Only when nations come to trust, and cease to fear, their neighbours can progress be made.

## Lord Peter gets his building

THERE IS a large number of listed buildings in London, just as there is a large number of modern buildings which range from being not very good to plain awful. Judgment is subjective, but many Londoners could provide a list under both headings.

It is always necessary to strike a balance between preserving the best of the old while making room for what one hopes is the best of the new. That is what the debate over the Mappin & Webb site, close to the Mansion House and the Bank of England, has been about.

**Test case**

It is unfortunate that it became perceived as a test case between conservationists and developers. The conservationists argued that if redevelopment was allowed, it would mean the green light for redevelopment practically everywhere. Not so, said Mr Nicholas Ridley when he was environment secretary. Not so, said the planning inspector on whose advice he was acting. And not so, said the Law Lords, who delivered their ruling yesterday in favour of Mr Ridley and the development



George Bush is now at the high point of his presidency. He has achieved an undoubted political and military triumph. Yet at the moment of victory he faces a much more difficult task to win the peace and to translate his international success on to the domestic arena.

There are already dangers of triumphalism – one newspaper even comparing Mr Bush to Superman – as political Washington interprets the lessons of the war.

No one can take away from Mr Bush's achievement. Throughout the seven-month crisis he has been cleared of his determination to secure an unconditional Iraq withdrawal from Kuwait. He has shown considerable skill, both in assembling the international coalition, combining the most unlikely partners, and keeping it together. He has repeatedly defied the sceptics, by refusing to accept compromises he has secured a clear-cut victory.

In part this reflects his own experience in foreign affairs and his frequent telephone contacts with world leaders. It is also a tribute to the team he picked. His senior political advisers, James Baker, Brent Scowcroft and Dick Cheney, and the top generals, Colin Powell and Norman Schwarzkopf, have worked together more harmoniously than would have been imaginable under President Reagan. And the command structure has worked more successfully than during the Vietnam war.

Indeed, for many Americans, including for Mr Bush himself, a key result of the Gulf war is to erase the memories of the Vietnam era. The legacy of that war, with its bitter divisions at home and 58,000 US dead, has hung over the past 20 years, creating doubts about America's willingness to act decisively.

As General Schwarzkopf, a decorated Vietnam veteran, has said: "I hate what Vietnam has done to our country. I hate what Vietnam has done to our army."

Mr Bush has promised repeatedly that the Gulf would not be another Vietnam. He did not just mean that the US would not be bogged down in a lengthy and bloody conflict. He also meant that with the US more united than at any time since the Second World War, victory would end what he called the "so-called Vietnam syndrome", by showing the US's determination to fulfil its obligations.

But if the Vietnam nightmare is now over, it has only been replaced by new myths based on the Gulf victory. Mr Bush has seen the crisis as a pivotal moment in the post-cold-war world – showing that, with US-Soviet rivalry abated, if not ended, the international community can act together through the United Nations to counter aggression.

Yet what Mr Bush has defined as a new world order is dependent in his eyes on American leadership. The UN may have provided the authorisation for action but only the US could provide the lead to secure the necessary diplomatic support and direct military action.

But for Europeans, partnership means a say in decisions.

**Peter Riddell on the challenges confronting President George Bush**

## Burdens of victory



Bush savours success, now his task is to win the peace

The crude depiction of America as "one nation" again has been offered as an answer to the "declinists", who have seen US power as fatally weakened by the mix of over-stretched commitments and serious economic problems. Widespread criticisms in Congress of the hesitant and half-hearted responses by Japan and Germany to the crisis have been matched by pleasure at the continuing leading role of the US. There is only one superpower, the argument goes.

Scoring budget deficit and an inadequate education system do not inhibit the short-term exercise of political and military power. After this week's victory, there may be temptations for the US to adopt a more interventionist stance in other regional conflicts.

The problem is that in peace-time conditions a US president cannot act so decisively. Mr Bush is not in the same position as Harry Truman after 1945. Mr Bush has talked of creating a partnership with US allies. Yet the meaning of partnership differs on either side of the Atlantic. For Americans, it means others contributing financially to US military commitments overseas.

But for Europeans, partnership means a say in decisions.

### Game with the name

■ What are we to make of the latest signs of life near the top of the UK stock exchange? Having cut its workforce by nearly a third over the last year, replaced almost all of its top executives, it is now doing the unthinkable and giving itself a smaller name.

The 217-year-old institution used to be known by everyone as the Stock Exchange. But the first signs that it was taking itself more seriously came in 1973, after the amalgamation of the provincial exchanges, when it changed its name to The Stock Exchange. Upper case or lower case is a lot to some people, you know. After that the name-trail goes a bit faint, since there are not that many officials left who can remember that far back.

The New York Stock Exchange, which has always prided itself on being number one, never accepted that number three London should use the definitive article so emphatically, hence the Stock Exchange, London, was fairly familiar for a while. But after big bang in 1986, the exchange took another leap forward and The International Stock Exchange was born.

However, the new men at the top of the exchange seem to have accepted defeat in their bid to outdo the world. From May 7 it will call itself the London Stock Exchange, although it cannot use the initials LSE in case it gets confused with London School of Economics. It has taken "months of preparation and research" to find a new name. Why didn't any one think of renaming it Jontan's Coffee House?

### Plastic travel

■ News that Computer Cab, one of London's largest taxi companies is to offer its account customers the chance to pay by plastic card – in

### OBSERVER



"I've half a mind to kiss a soldier."

China's leaders have so far refused to bless the project, not least because they feel it is over-ambitious and may well leave Peking to pick up large debts after 1997.

Even though Allen has been in Hong Kong for only a few hours, it seems he has already heard of the "keep mun" rule imposed on public servants by chief secretary Sir David Ford. All the new airport authority boss would say about his prospects was: "The job is a great challenge."

### Run for money

■ Hong Kong has just gained a new highest paid government employee with the arrival of a 45-year-old construction man Richard Allen as chief executive of its Provisional Airport Authority. Although he may not be destined to be the first to benefit, he exceeded the package of more than HK\$2m (£134,000) received by the previous title holder Robert Owen, chairman of the Securities and Futures Commission.

Allen, a former chief of the Beazer group's contracting division, faces a tough and politically sensitive run for his money. He has to provide a new airport costing HK\$38bn, plus another \$60bn for support works including one of the world's longest suspension bridges, before Hong Kong returns to Chinese sovereignty in six years time.

With this in mind Co-operation North, an organisation which tries to encourage cross border-contacts, has decided Saturday's match would be a fitting venue for the singing of a new "song of peace" for

suspicious of Mr Bush's inclinations towards an interventionist foreign policy. The most frequently heard demand from Capitol Hill is that the US should finance more of the costs of the war and that US troops, all 587,000 of them – should be brought home as quickly as possible. Even a moderate Democrat such as House Speaker Tom Foley has said that US taxpayers' money should not be spent on economic reconstruction in the region, and there should be a minimal continuing presence of US ground forces.

As the Falklands war did in Britain in 1982, the Gulf war has boosted American self-confidence. A Washington Post/ABC News poll this week shows that the number of Americans believing the nation is going in the right direction has risen from a record low of 19 per cent last October, in the middle of the budget battle, to a high of 58 per cent.

The central question is how long this mood – and approval ratings for Mr Bush up in the stratosphere, at well over 80 per cent – will last. By his own admission Mr Bush is much happier dealing with foreign than domestic policy issues, as reflected in the sharp contrast in the American public's relative rating of his performance in the two areas. He has frequently been ineffective on the home front, notably during the budget rows of last October which so divided his own Republican party. His claims to be the "education" and "environment" president are widely regarded as hollow.

Now public attention will turn inwards. The key here is the economy. Administration officials and Mr Alan Greenspan, the Federal Reserve chairman, are confident that the recession will be mild and brief. There is some tentative evidence that the worst may be over, but many economists doubt whether the recovery will be as strong as the White House hopes.

If the economy is in reasonably shape next year then Mr Bush is a strong favourite to be re-elected in November 1992. While memories of his success in the Gulf war will fade, the victory will still be important politically. Mr Bush was the commander-in-chief who won, and it will not be hard for Republican strategists to set that as a measure for Democratic candidates.

Most of the likely Democratic challengers – with the notable exception of Tennessee Senator Al Gore – is as much for a domestic as for an international audience. The end of the Gulf war, with relatively low casualties – fewer than have been suffered in Washington DC so far this year – is a source of pride and relief for most Americans.

But there is an ambiguity in the celebration. For all the expressions of patriotism since last August – yellow flags and Stars and Stripes everywhere – there has been little sense of jingoism. Rather, most Americans seem to have viewed the war as a necessary duty, to deal with an evil man who has done wrong.

There has been no desire for America to assume the role of global policeman. If anything, many in Congress have been

Ireland. So before the players go onto the pitch to do untold damage to each other, the crowd will be led by the Irish police band in revised lyrics to the tune of Derry Boy – also known as The The Derry Air (to Roman Catholics) and The Londonderry Air (to Protestants).

Although the underlying intentions are admirable, the sentiments to be voiced might not always be uppermost in the minds of the 30 men doing battle for the oval ball – particularly the line that sounds in every repeated chorus: "Let's think peace first."

### Self-financing

■ The fame of Foreign & Colonial, Britain's biggest investment trust, is spreading into the ex-communist world.

Michael Hart, joint manager, says the trust has received a request from Yugoslavia for its annual report to be translated into Serbo-Croat. Moreover, a resident of Leningrad has shown he is fully conversant with the wily arts of capitalism. He wants Foreign & Colonial to lend him money so he can invest in its shares.

### Back to normal

■ The scramble by British companies for potentially lucrative contracts to help rebuild Kuwait is perhaps not as intense as previously reported. The British Trade Office in Dammam, nerve centre of Kuwait's initial reconstruction efforts, was closed for the weekend yesterday as per usual.

### Set piece

■ As every rugby union fan knows, Ireland play England this weekend in Dublin. In Ireland, the 15-a-side game is one of the sports which ignores the South-North border, players from Ulster being heavily represented in the Irish team.

With this in mind Co-operation North, an organisation which tries to encourage cross border-contacts, has decided Saturday's match would be a fitting venue for the singing of a new "song of peace" for

### THE GULF CEASEFIRE

## The politics of humiliation

The war has not eased Arab grievances, says Reger Matthews

The politics of defeat in the Middle East have given way for the first time in its modern history. Such was the enormity of the threat deemed to have been posed by President Saddam Hussein that the US and its allies have in the past six weeks chosen to cross the line which separates military defeat from national collapse.

As the Falklands war did in Britain in 1982, the Gulf war has boosted American self-confidence. A Washington Post/ABC News poll this week shows that the number of Americans believing the nation is going in the right direction has risen from a record low of 19 per cent last October, in the middle of the budget battle, to a high of 58 per cent.

In aiming for the destruction of Mr Saddam, but he will need to be ruthless as his present master to succeed. More likely a power struggle will emerge within the Ba'ath party.

On that basis, and on the assumption of continued severe economic deprivation, Iraq is likely to remain among the most radicalised nations of the Middle East. A combination of propaganda and self-deception could help build a new generation more than ever convinced that the US and western imperialism lies at the root of all Arab troubles.

The allied nations may be unable to prevent this, but it could become less likely if the US fully appreciates the size of the opportunity Iraq's defeat has presented. President Bush was, Israel sought to break Arab armies, not their economies. Iran and Iraq fought each other for eight years in the 1980s, but serious damage was mainly confined to a few dozen kilometres on either side of their border.

The impact the allied strategy will have on the politics of Iraq and on the wider Middle East are as yet incalculable.

The assumption in Washington and other allied capitals is that the 18m citizens of Iraq and the other people of the Middle East will reach the same conclusion that all the horrors which have befallen them since the invasion of Kuwait are the responsibility of Mr Saddam.

It may be a dangerous assumption. War has wrecked the ambitions of one man, has emasculated his ability and that of his successors to threaten their neighbours again, and has imposed a heavy human toll on Iraq.

More than that, Iraq's neighbours and the coalition partners have placed an economic noose around Baghdad's neck which can be tightened or loosened at will. Iraq depends on oil for 90 per cent of its revenues. It cannot export any oil without allied agreement, even on the unlikely assumption that its facilities have not been massively damaged.

Not only is Iraq unable to begin even to contemplate rebuilding its shattered infrastructure, but while Mr Saddam remains in power there is virtually no income available for current expenditure. It represents the most comprehensive long-term external squeeze ever imposed on a country, short of full-scale occupation. Today's military victory anticipates that Mr Saddam cannot escape from the sheer scale of this humiliation.

But for every day he does survive, Iraq's people are doomed to deepening misery, which Saddam may seek to exploit. There is no organised opposition within Iraq, for reasons Kuwaiti residents can now understand. An army general may have the courage to top

**A born executive is someone whose father owns the business.**

**Other managers have to be taught.**

**On the job, or in the classroom?**

**Answers in our survey on management education.**

**This week.**

**The Economist: the Must B(u)y A(lways) paper.**

**The Economist**

■ Present front-runner for Observer's 1991 prize for elegant euphemisms is Hydraulics Research of Wallingford, the former UK government laboratory which went private about five years ago. On April 11 it is holding a "Seminar on Sediment in Sewers."

ab 10.10.1991

## THE GULF CEASEFIRE



However relieved and gratified by their victory, the allied leaders must also be united in their determination to see that such a war never has to be fought again. Never again should one state threaten with aggressive military force to dominate the entire Middle East. Never again should a developing country of fewer than 15m people be able to present the industrialised world with such a daunting military challenge.

Perhaps in retrospect, President Saddam Hussein's armoury looks less frightening than it did before the war began. He used neither chemical nor biological weapons. He did fire long-range ballistic missiles and reaped some political dividends, but they were too inaccurate to do militarily significant damage, and most were intercepted by Patriot anti-missile missiles.

Experts disagree about how far his nuclear capacity had developed, but most believe it was several years away from yielding a militarily meaningful capability. Whatever the state of the programme, allied leaders seem confident that they succeeded in destroying it in the early hours of the war, so that it would have to start again from scratch.

Still, he has given the world, and the industrialised world in particular, a serious fright. Its leaders are acutely conscious that the great majority of Iraq's conventional weapons were not home-made, and that the non-conventional ones were being developed and produced with mainly imported components and technology. In other words, the war could probably have been avoided, or would have presented far fewer problems, if external powers, most of them industrialised countries, had been more fully aware of what they supplied and what a mistake they would like to repeat.

In some respects they may succeed. Both state authorities and the private sector in industrialised countries can now reasonably be expected to pay more attention to national and international controls on the export of equipment and technology with specific military applications. They will be less inclined, at least for a time, to brush aside security considerations for the sake of profit. Mainly western organisations such as the Nuclear Suppliers' Group, the Missile Technology Control Regime and the Australia Group (dealing with chemicals) can be expected to tighten their procedures, building on the largely successful example of the Co-ordinating Committee for Multilateral Export Controls in denying militarily-applicable technology to communist countries.

## Time to control the arms race

Edward Mortimer considers the obstacles in the way of a new Middle Eastern security order



during the Cold War. They may also be able to expand their membership, or at least to co-ordinate their activities with those of non-western suppliers, both among former War Powers members and among newly industrialising countries such as Argentina, Brazil and China, which in recent years have played an increasingly important part in weapons proliferation but seem now to be more amenable to western arguments about the dangers that this involves.

An effort is also under way among the US business community, led by a group called Business Executives for National Security (Bens), to get private companies to subscribe to a statement of principles governing the export of items "likely to be used in the development of chemical, biological, or nuclear weapons or in their delivery systems". The chairman of Bens, Mr Stanley Weiss, compares the statement to the Sullivan Rules on business dealings with South Africa, another self-denying ordinance by the private sector which initially met widespread scepticism but proved surprisingly effective.

But the chances of halting the conventional arms race in the Middle East look much more doubtful. However obvious it may be in the abstract that arms sales promote insecurity and instability in the region, the argument that a

1980s. With hindsight we can see that they helped to bring about, respectively, the Iranian revolution and this latest war. In the present situation, Saudi Arabia and the other Gulf states, as well as Israel, Turkey and perhaps Egypt, will each make out a very plausible case that they need more and better weapons to protect themselves against a recurrence of the Iraqi menace, or indeed against the rise of a new threat from Iran or Syria — though Iran and Syria too may be expected to argue that their deep distrust of Iraq has been vindicated, and that they too need to be better able to defend themselves in future. Even Iraq, under new leadership, may present itself as a candidate for re-armament, in the interests of some elusive "regional balance of power", or simply to avoid offering too vulnerable and tempting a target to predatory neighbours. These arguments will be difficult for western powers to reject at a moment when they are anxious to bring their own troops home as fast as possible and to encourage local powers to organise their own security.

### Regional countries will make a case for protection against a recurrence of the Iraqi menace

particular sale is essential to security and stability will often seem very persuasive, especially when allied to the commercial and political self-interest of a country anxious both to keep its domestic arms industry alive and to retain or increase its influence in the region. Those who supplied weapons to Iran in the 1970s believed, for the most part quite sincerely, that they were helping to promote regional stability — as did those who supplied weapons to Iraq in the

1980s. With hindsight we can see that they helped to bring about, respectively, the Iranian revolution and this latest war. In the present situation, Saudi Arabia and the other Gulf states, as well as Israel, Turkey and perhaps Egypt, will each make out a very plausible case that they need more and better weapons to protect themselves against a recurrence of the Iraqi menace, or indeed against the rise of a new threat from Iran or Syria — though Iran and Syria too may be expected to argue that their deep distrust of Iraq has been vindicated, and that they too need to be better able to defend themselves in future. Even Iraq, under new leadership, may present itself as a candidate for re-armament, in the interests of some elusive "regional balance of power", or simply to avoid offering too vulnerable and tempting a target to predatory neighbours. These arguments will be difficult for western powers to reject at a moment when they are anxious to bring their own troops home as fast as possible and to encourage local powers to organise their own security.

The logical answer would be to bring Israel itself into the new security order, so that Arabs no longer feel threatened by it, nor it by them. But no Arab state will agree to do so long as Israel does not withdraw from the territories occupied in 1967 and allow the inhabitants to decide their own destiny. And unhappily, the behaviour of both Israelis and Palestinians during this latest conflict makes that outcome seem less likely than ever.

Ideally, all the countries of the region should establish friendly and peaceful relations with each other, so that none of them would feel the need to be heavily armed. That is what seems to have happened in Europe with the end of the Cold War, and many people have suggested that Europe's example should be followed elsewhere in the world, starting with the Middle East. There should be confidence and security-building measures, regional arms-control agreements, perhaps even a Conference on Security and Co-operation. It is a splendid idea, and certainly worth working for. But, at a moment when in Europe itself things are already looking less promising, and the Treaty on Conventional Forces in Europe may not even be ratified, it is hard to be very sanguine about such a process in the Middle East.

The conflict in Europe was essentially two-sided, and had two clearly defined sides. Between two sides a balance is relatively easy to define, at least in theory. In practice, it proved impossible in the conventional arms field until starting ideological changes on one side virtually did away with the conflict itself. In the Middle East there are never only two sides, and the conflicts are an ever-shifting mixture of ideology and concrete national interests. The chances of all the states in the region adopting similar ideologies (whether democratic, revolutionary-Islamic or conservative-Islamic) seem remote; even if they did there is no guarantee that the conflicts of national interest would be reconciled.

After all, there is the problem of Israel. As long as it is the spearhead of any regional "security order", it is very unlikely that the latter could be translated into a workable arms-control regime, because even if the Arab and Moslem states ceased to be afraid of each other they would continue to fear Israel and to argue that they needed to defend themselves against it. In fact, any Arabs reading this article will already have uttered a hollow laugh at the second sentence. In their eyes, Israel has been "threatening with aggressive military force to dominate the entire Middle East" virtually throughout its existence, and actually dominating it at least since the Camp David agreements of 1978.

The logical answer would be to bring Israel itself into the new security order, so that Arabs no longer feel threatened by it, nor it by them. But no Arab state will agree to do so long as Israel does not withdraw from the territories occupied in 1967 and allow the inhabitants to decide their own destiny. And unhappily, the behaviour of both Israelis and Palestinians during this latest conflict makes that outcome seem less likely than ever.

The expectation of a summer election is becoming a powerful force. If it continues to build up as it has over the past few weeks Mr John Major may be joined into setting an early date — say June 6. The pressure on the prime minister has been greatly increased by the allies' victory in the Gulf. The opinion polls hold he will be urged to make a dash for it while the voting seems good. It will, it will be agreed, be to his defeat at a later date. It depends on the recession.

There is no justice in this, for it has been President George Bush's war, and his triumph. Everyone else has tagged along, with varying degrees of enthusiasm. The president has displayed remarkable diplomatic skill. He assembled the alliance, orchestrated it, and brought it to battle. The UN did not do it, the Security Council merely fell into line. Last year's talk that Mr Bush needed Mrs Margaret Thatcher to stiffen his resolve is shown to be eyewash. She has not been around since November 28. The American president has held his nerve throughout, and particularly during the tortuous negotiations, and he resisted the various Soviet peace initiatives. In the end he announced the ceasefire on his own terms. For a moment the new emperor of a new Rome, it is he who has earned the laurels.

Mr Major's part in the drama should be seen for what it is. He is the understudy who picked up his lines, read them his way, and became a star. With Mr Douglas Hurd, the foreign secretary, he may influence the post-war settlement, but operation Desert Storm was already sketched out when he came to office 14 weeks ago. It has been developed in "consultation" with the allies, including Britain. Everything has been agreed on the telephone between London and Washington, with the latter taking the lead. The new prime minister has stepped from the telephone in his office to the walking television cameras outside No 10 Downing street. He has spoken for the American plan in a manner that has matched the mood of the British nation, as the former prime minister could never have

done. His performance in the Commons yesterday was in this sense masterly. He has been duly rewarded. His poll rating has risen to unprecedented heights, eclipsing the peaks achieved by his predecessor. With all this in the bag it is hardly surprising that there is election talk. But the economic news is less triumphant than gloomy than it seemed to be just a week ago. Interest rates have risen by 1.5 percentage points since October 5, when Britain announced its intention to join the exchange rate mechanism of the European Monetary System. There is a good chance that a further two points will be off the rate by June. Mortgage rates have already been trimmed. Inflation is falling sharply. The increase in the retail prices index could fall to 6.5 per cent in April. The figure will be published in May.

The danger for Mr Major is that the momentum in favour of a June election will be

Joe Rogaly

## Itchy fingers on the election trigger

matter has been put to the test in peacetime.

There will be a dry run in the Ribble Valley by-election next Thursday, but the real evidence will come with the local elections at the beginning of May. The results will be hard to read, since no one is expecting the Tories to be as well ahead, or the opposition as divided, as they were at the time of the comparable elections in May 1987. All such contests are likely to be more affected by the poll tax than the events in the Gulf. An indicator of the June 6 result is to be established, perhaps hinted at during the Conservative local government conference this weekend, might work wonders in Ribble. Everyone is aware that a proper plan must be worked out well in time for the local elections.

Meanwhile Mr Christopher Patten, the party chairman, is working on the Tories' new social market economy election manifesto. Right-wing conservatives who bemoan the apparent leftwards social inclinations of the Major administration should learn the facts of life. Mrs Thatcher could get away with her protestations of economic liberalism because the opposition parties split the non-Tory vote. Now the Labour party is scoring within a point or two of the Conservatives in most polls. Its leader, Mr Neil Kinnock, is looking more like a potential prime minister than he ever has before.

The former Alliance parties have lost more than half their 1987 support, the larger portion of it to Labour. A harshly Thatcherite manifesto could drive soft Tories into the arms of the Liberal Democrats. That is what happened in 1984, when Labour won fewer votes than it had in 1980 but more seats. The reason is that the Liberals, who went from 6 per cent of the poll in 1980 to 11 per cent in 1984, siphoned off the votes of disgruntled Tories. The Liberal Democrats' whose leader, Mr Paddy Ashdown, has grown in stature during the war, might move from their present 10 per cent in the polls to, say, 15 per cent in a June election — unless Mr Major completes the process of selectively stealing their votes. Before he presses the election button he will want to be sure that he knows where he is going.

to such a pitch that, unlike Mr Bush in the Gulf, the British prime minister could lose control of events. A populist Budget on May 19 could clinch the matter. It happened like that in 1987. Speculation about a June contest fed upon it, so that Mrs Thatcher was faced with the choice of going to the polls or creating the impression that she was afraid to do so. This time Mr Major, fresh to the job, has to keep open the possibility of going in October, or even next year. He is becoming known as a calm, even phlegmatic, manager; perhaps his character will convince the public that he means to move at his own pace.

This will be almost certainly done. The case for an early election is by no means proven. It will take a month or two to establish the quality of public support for the Conservatives. They are benefiting from not being led by Mrs Thatcher; no one can be certain of how much they are gaining from being led by Mr Major until the election button he will want to be sure that he knows where he is going.

Air power determined the outcome of the conflict, writes David White

## Sky wars delivers the victory

It was an incredible war. Hardened military men have difficulty believing it.

Never can the unfolding of a war have been so exhaustively foretold. But nobody predicted that the initial bombing campaign would go on for so long, or that the final land battle would be so short.

When it started, one senior British officer put his money on a six-week war. A fortnight ago he was convinced he had been wrong. It turned out he was exactly right.

In the end the Iraqi army was left floundering. When the shooting ended, fewer than 20,000 out of more than 600,000 troops in the Kuwait region were in a condition to fight.

From invasion to liberation, the war was characterised by three weapons which make up this century's peculiar contribution to warfare: the tank, the aircraft and the missile. Of these the most important was the aircraft.

The air campaign predetermined the outcome. Aircraft could not finish it alone, but by the time the ground war came, Iraq's soldiers had nothing left to fight for; President Saddam Hussein had already

made clear he did not plan to stay in Kuwait. Nor did they have the means to fight the invading coalition. General Norman Schwarzkopf, the allied commander, told how the air campaign prevented the Iraqi counter-attack, or even seeing the flanking movement which allied troops mounted through the Iraqi desert to the west of Kuwait. Support aircraft also played a crucial role in the land campaign.

No conflict has ever been won from the air to quite this extent. The nearest example might be Israel's 1967 war, with a pre-emptive air strike against Egyptian and other Arab air forces. General Robert Oaks, a former Vietnam pilot now commanding US and Nato air forces in Europe, said recently that air power had "to some extent been redefined" by the Gulf war. The experience would, he said, "alter views of air warfare and influence equipment purchases and tactics for many years to come".

Ailed aircraft losses in combat were fewer than 0.1 per cent of missions flown, an unprecedentedly low figure. Longer range, greater lifting power and much more accurate weapons have multiplied the effectiveness of air raids. "Precision bombing of selected tar-

gets" — a phrase used to describe US doctrine in the Second World War — has taken on a new meaning. As the probability of "kill" with a single blow increases, fewer aircraft need to be risked.

One telling illustration is provided by Group Captain Andrew Vallance, the RAF's director of studies, who said that the US carried out against Germany in 1943 involving 230 four-engined B-17 bombers, each with a crew of 10, could today be done by eight F-16s, one of the lightest jets in the US inventory. And the F-16s could fly three sorties in the time taken by the B-17s.

Group Captain Vallance believes that as western countries thin out their defence structures and require more flexible military instruments, offensive air power must assume an ever-increasing importance. Air chiefs will not let this aspect of the Gulf war's lessons be easily forgotten.

The planning and execution of the US-led campaign has been remarkable in several respects:

• Co-ordination between disparate coalition forces worked much better than many feared — both the speed of the allied advance gave them opportunity to do so.

• Casualties on the allied side —

on the ground, where every Arab contingent had US special forces assigned to it for this purpose. Tragic mistakes involving "friendly fire" were fewer than in most wars. In the Second World War, the US destroyed two of its own submarine tenders with all hands aboard. Gen Schwarzkopf was himself bombed by B-52s in Vietnam. The Iraqis were dumped on a massive scale. They were apparently available before the land offensive to attack the advancing columns of allied armour to the west of the Kuwait-Saudi border. The UK did its best to keep under wraps the fact that its 1st Armoured Division had been reassigned from the US Marines in the east to the US VII Corps to the west. Even now, few in the UK have heard of General Fred Franks, although as US VII Corps commander he was the man giving operational orders to US troops.

• Iraq's front-line minefields, sand walls and trenches, the essence of their First World War style of defensive battle, were crossed with remarkable ease by US marines and Arab forces. The reason the Iraqis did not use chemical weapons to stop them may have been because the speed of the allied advance gave them opportunity to do so.

• Casualties on the allied side —

fewer than 300 killed or missing in action, according to the official figures — were extraordinarily light in relation to the scale of forces involved and to the (uncounted but almost certainly massive) Iraqi losses.

Military chiefs will cite it as a war in which they were allowed to make the decisions. About the Vietnam experience, President Lyndon Johnson is supposed to have told a confidant: "I am aware of my main mistake in the war: I would not put enough trust in my military advisers."

The US did not slide into the conflict as it did in Vietnam. The accumulation of its forces took time, but eventually the US ended up

with considerable surplus capacity. A whole amphibious landing force, one of the first options considered for recapturing Kuwait, remained unemployed. Ground forces stocked up 60 days' supplies for a campaign that eventually lasted four days.

As Gen Schwarzkopf made patently clear, allied troops could have gone for Baghdad at any time, but were held back by the limit of their military objectives, which extended only as far as destroying the Republican Guard.

Like all modern wars in which nuclear powers have been involved, it was a conflict of limited aims and means. Using all possible weapons to inflict the greatest possible defeat is not an option. In

Korea, the US and its allies were restrained by the need to avoid confrontation with the Soviet Union or a prolonged war with China. In Vietnam, US bomber pilots had to avoid places where Soviet or Chinese aviators might be hit. Small wars like Britain's against Argentina have been more freely fought. The bomb damage to Iraq was selective, but the extent of efforts to avoid "collateral damage" — the greatest expression of the war appears to have varied, and the dividing line between military targets and civilian infrastructure was murky. Whether the war could have been won with more limited means will remain a subject of debate.

Further interest rate cuts needed

From Mr Philip Ratchay. Sir, Your feature on high street banks in difficulty ("Cold comfort in the high street", February 26) did not mention the consequences for their customers.

On renegotiating my small business overdraft with a branch of one of the Big Four banks this week, I was told branches had been instructed to increase the interest rate on secured overdrafts from the normal 3.5 per cent to 5 per cent over base rate and on unsecured overdrafts to 7.5 per cent — and that this was in line with the other banks.

The chancellor might reflect that, in the light of this action by the banks, a further 1/4 percentage point cut in interest rates is required to restore the January position for thousands of small businesses. Without further substantial cuts in base rates, the interest rate burden is still getting heavier for many business borrowers.

Philip Ratchay, 4 The Winyards, Cumnor, Oxfordshire.

Something completely different

From Mr Dylan Thomas. Sir, There may not be anything "particularly dodgy" about Rank's accounting by British standards (See February 26) but Lex's understanding of current accounting practice is suspect.

Rank has not made "nifty use of merger accounting".

From the accounts it is clear that The Rank Organisation has used acquisition account-

## Maintain your dividends through the recession

From Mr Michael Howell.

Since in the light of the current debate on future UK dividends I was interested to read a Lex column from June 1987 which quoted the findings of Ben Bell as published in the Harvard Business Review.

Mr Bell analysed the 50 largest US companies by market capitalisation over the period 1970 to 1984. He found that the stock market dislikes retained earnings. Lex reported Mr Bell as finding that "blue-chip companies should distribute their profits because the market will ruthlessly discount anything they keep and in some cases even penalise their share prices".

Lex also reported that Bell found "the average for the 50 US companies showed that investors actually received only 84 cents for every dollar retained".

If this also applies to the UK the implication is that compa-

## Regenerate our manufacturing

## CHALLENGE TO MOSCOW

## Miners begin strike for higher pay

By John Lloyd in Moscow

THE SOVIET government faces a new challenge to its authority today as nearly a million miners from the main Soviet coal areas start an indefinite strike for higher pay, better food and decent housing.

It is the second nationwide protest by miners who earn £500-£600 a month, double the national average.

Their initial strike two years ago for more food and basic essentials, such as soap, first revealed the depth of popular anger at the failure of perestroika to deliver better living standards.

The latest strikes, co-ordinated by the independent miners' union formed two years ago, have been called in support of wage increases of between 100 and 150 per cent and in protest against the gov-

ernment's failure to honour earlier promises.

Miners in the Kuzbas area of Siberia have called for the resignation of President Mikhail Gorbachev, an end to the Communists' party's monopoly on power and dissolution of the Supreme Soviet (parliament).

Their demands further raise the political temperature only days after Mr Gorbachev warned of the danger of civil war during a speech to tractor factory workers in Belarusia.

Some 500m tonnes of coal is produced annually in the Soviet Union, feeding many power stations and factories. A halt to production when stocks are low at the end of winter could lead rapidly to hardship with temperatures still below freezing. Many areas are already facing power cuts

because of cuts in nuclear power, transport and distribution bottlenecks and accidents.

Leaders of the independent miners' union, Mr Alexei Svirzhev and Mr Alexei Svirzhev, said in Moscow yesterday that three of the main areas - the Donbas in the Ukraine, Vorkuta in the Polar North and Karaganda in Kazakhstan - will strike from today.

The Kuzbas miners, who failed to get support for a political strike in protest at the killings in Lithuania last month, go on strike from Monday.

Shell Coal International last year signed a contract to import coal from this area for sale in north-west Europe.

The central authorities have made no efforts to avert the strike, and seem prepared to sit it out. Union leaders said

they held talks last weekend with Mr Gennady Yanayev, the Soviet vice-president and a former trade union chief, but without agreement.

Mr Vitali Foklin, the prime minister of the Ukraine, said yesterday that the pay claim would add £60m to the republican budget, when it was already running a deficit of £100m.

"If we meet the miners' demands, we will have to slash funds to compensate people for retail price rises and repeat wage rises for some other workers. We cannot do it."

Kuzbas and Vorkuta miners are subject to food rationing, which includes only one kilo of flour and sugar a month. Gorbachev appoints economic adviser, Page 6

## Kohl defends policy on monetary union

By David Marsh in Bonn

CHANCELLOR Helmut Kohl, defending Germany's policies on European monetary union (EMU), yesterday insisted that "convergence in economic and budgetary policies" was the decisive condition for moving to a European currency.

His remarks on EMU came in a news conference at which he sought to justify this week's controversial government decision to raise taxes to cover Gulf war payments and the cost of German unity.

Last night, Mr Kohl achieved an important breakthrough on channelling more funds to depression-hit east Germany when he agreed with the federal states (Länder) to transfer an additional DM10bn (£6.5bn) this year to east Germany.

The extra funds will be channelled by changing a scheme for regional distribution of value added tax. This was sealed as a result of the Bonn government's agreement to abandon plans to abolish certain company taxes later in the legislature period. Mr Rudolf Seeters, the Chancellor's minister, last night called the agreement with the Länder "a great act of solidarity" with the impoverished states of east Germany.

At his news conference earlier in the day, Mr Kohl termed as "absurd" a complaint from the spokesman of the European Commission in Brussels on Wednesday that Bonn was backtracking from the agreed timetable for setting up a European central bank.

"Everyone knows that this is an existential question for Germany. We will only have a good and peaceful future in combination with Europe," Mr Kohl said.

However, he set down two conditions for monetary union. This had to take place at the same time as European political union - on which a parallel inter-governmental conference is taking place in Brussels. Additionally, monetary union would only succeed if it were based on convergent policies among member states, the chancellor said.

This conditionality was a key point in Bonn's draft text on the mounted EMU treaty, released in Brussels on Tuesday, which proposed delaying creation of a European central bank at least until 1997.

Bonn's strict conditions on moving towards EMU were also spelled out yesterday by Mr Jürgen Möller, the economic minister. He said "material changes" in stage two of EMU, due to start on January 1 1994, could only be agreed once there was clarity about the eventual stage three move to permanently fixed currencies. Mr Möller made his remarks in a statement released in association with his visit to Frankfurt for a meeting of the Bundesbank's policy-making council.

In fielding questions about domestic economic policy, Mr Kohl yesterday was clearly put on the defensive by German newspaper criticism of Bonn's latest tax-raising measures. He denied that he felt "guilty" because of a collapse in orders



Kohl: "Convergence in economic and budgetary policies" the decisive condition for moving to a European currency.

about the revenue-raising plan, which broke an election promise not to raise taxes to pay for unification.

Mr Kohl said that the east German economy had deteriorated more than expected because of a collapse in orders

from the Soviet Union. He admitted that he had underestimated the scale of problems during the hectic preparatory phase before German unity last year.

Howe warns on EC monetary split, Page 6

## Spain cuts rates on government securities

By Peter Bruce in Madrid

THE SPANISH Treasury yesterday moved to rein back the peseta - the strongest currency in the EMS - by cutting interest rates on government securities in the wake of this week's reduction in UK base rates.

At its bond auction, the Treasury bill (Letras de Tesoro) rate was cut 0.32 percentage points to 13.999 per cent; three-year bonds shed 0.54 points to 13.996 per cent; and the rate on five-year paper fell 0.48 points to 13.805 per cent.

The cuts followed Britain's half-point cut in bank lending rates on Wednesday. Any cuts in Spanish interest rates would help to reduce pressure on the French franc and the pound, the two weakest currencies in the exchange rate mechanism of the European Monetary System.

The reduction made little difference, however, to the position of the peseta in the EMS. The Spanish currency, which fell to Pta62.43 against the D-Mark early yesterday, recovered later in the day and was quoted last night at Pta62.25, little changed on the previous close.

Analysts said the move had also been prompted by the end of the Gulf war, which the Finance Ministry has said could lead to a mini-economic boom as delayed investment plans are brought into play.

Although the cuts came a day after Mr Carlos Solchaga, finance minister, promised further short-term interest rate cuts, analysts warned that the Treasury may have "jumped the gun" on the central bank, which in the past two weeks has cut just 20 basis points off

its intervention rate and may be loath to proceed too quickly. Despite pressure on the government to reduce the cost of money, a combination of strong credit demand, high inflation in January and rapidly growing money supply problems might force an upward readjustment of rates again before the summer if they fall too far now, economists warn. Rates on Spanish gilts fell below 14 per cent this time last year, only to rise to nearly 15 per cent again as the economy resisted efforts to cool it down.

But the signs are that the authorities are going to make a concerted attempt this year to cut rates, although few economists expect falls of more than 1 per cent. It is assumed that the dollar will fall again after its recent rise - and drag sterling down with it.

Once the pound is back on the floor of the EMS exchange mechanism, and if the UK chancellor of the exchequer continues cutting interest rates, the Spanish, at the top of the system, will be hard pressed to hold the peseta within its EMS band unless they too reduce rates.

The government and the Bank of Spain have said repeatedly that domestic interest rates would begin to fall once inflation showed signs of a sustained slowdown.

Madrid managed to draw the consumer price index down to a 5.5 per cent rise last year after 6.9 per cent in 1989, but poor figures in January pushed annualised inflation for this year up to 6.7 per cent. Mr Solchaga has said the February inflation figure will be significantly lower.

## Allies begin search for lasting peace

Continued from Page 1

Following a meeting late on Wednesday with Mr Douglas Hurd, the British foreign secretary, Mr Baker will meet the French, German, Italian and Canadian foreign ministers over the next few days before he leaves next Wednesday for his trip to the region.

He will visit Saudi Arabia, Syria, Egypt, Israel, Turkey and the Soviet Union and will consult the government of Kuwait. This will be Mr Baker's first visit to Israel.

The State Department said

yesterday that the areas for discussion would be regional security arrangements, arms control and proliferation, Arab-Israeli peace and regional economic co-operation.

A new UN Security Council resolution is being put forward by the coalition allies, dealing with the political terms and conditions to be addressed for the end of the war.

This will cover the specific ceasefire terms announced by Mr Bush and issues such as acceptance in principle of liability for damage and injuries caused by Iraq and the immediate

return of all Kuwaiti assets taken by the Iraqis.

The resolution will also remove economic sanctions against Kuwait (the freezing of its assets after the August 2 invasion), and will allow for the provision of humanitarian assistance to the people of Iraq.

Discussions are also under way within the coalition about continuing the arms embargo while Mr Saddam remains in power and about the maintenance of economic sanctions.

News of the ceasefire brought early gains on many of the world stock markets.

## Kuwaiti firefighters not daunted

Continued from Page 1

pumping it to a secret location on the site - say the bombing was done with pinpoint accuracy, whereas the Iraqi sabotage was hasty and incompetent.

One refinery worker suggested that Iraqi sabotage and allied bombing had damaged only about 20 per cent of the equipment at Kuwait's refineries, but that must remain a very preliminary estimate.

The hundreds of burning oil wells are a much more serious problem, because underground pressure of oil and gas means they will not burn themselves out in the foreseeable future. International relief efforts seem certain to continue on the oilfields.

Coalition troops started returning to their embassies yesterday as Kuwaitis were struggling to put a semblance of order to their country. Mr Michael Weston, the British ambassador who was held up in the embassy for months after the Iraqi invasion, was mobbed by grateful Kuwaitis shouting "Long live Great Britain" when he

returned to his post in a helicopter.

British Marines and soldiers, including bomb disposal experts, had earlier aised from a helicopter onto the embassy roof. They blew open the main door with explosives and searched for booby traps.

Mr Weston said the word "barbaric" was too weak to describe the damage to Kuwait and its oilfields perpetrated by the Iraqi forces. "I'd never idea it was so horrifying," he said. "Until one actually flies over them I don't think one can believe how terrible it is."

The Iraqis destroyed several royal palaces and caused other incidental damage to Kuwait City in August last year, and in a final act of vengeance they deliberately burned down oil installations, power stations and hotels in the last days before they fled.

A British Airways jumbo jet, which had landed at Kuwait airport as the Iraqi invasion was under way on August 2 last, is now a charred hulk, apparently set alight by the invaders along with another airliner.

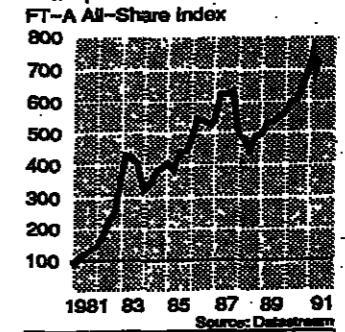
Some installations have also

## THE LEX COLUMN

### ICI maintains its nerves

Glaxo

Share price relative to the FT-A All-Share index



Zantac will be facing generic competition in the US from 1995 onwards. But while a prospective multiple of 17 and a running yield of only 3.2 per cent may seem slightly daunting, it would be a rash investor who assumed Glaxo had run out of steam.

## Markets

There was something genuinely impressive about the strength of the London equity market yesterday. The end of the Gulf war had little to do with it, judging by Wall Street and the European bourses. It probably helped that the three big results of the day - ICI, Glaxo and Barclays - were each in their own way reassuring. But there may also be a sense that UK fund managers are losing their nerve about staying liquid in the face of headline cuts and talk of an early election. It seems improbable that there should be a fresh run with the market standing only 80 points or so off its all-time high. But it is not easy to see what could send it back down again, unless perhaps all those mysteriously absent rights issues are finally about to materialise.

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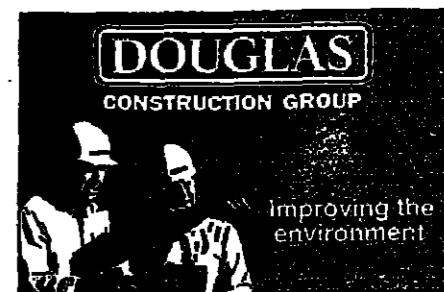
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# FINANCIAL TIMES COMPANIES & MARKETS

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Friday March 1 1991



## INSIDE

**Anglovaal boosted by rights offer**

Anglovaal, one of South Africa's leading mining houses, increased turnover and profits in the six months to the end of December, due mainly to increased interest receipts from a rights offer. Operating profit rose 51 per cent to R397m (\$14.7m) from R263.7m. Page 21

**Phone fight in Japan**

Japan's market for mobile telephone services is mushrooming. The number of subscribers doubled last year to about 900,000 and is expected to reach 20m by the year 2000. It is an area which offers opportunities for foreign companies. But only if they are ready to fight hard to win them, writes Stefan Wagstyl. Page 29

**Cowie hit by interest**

T Cowie, the Sunderland-based vehicle fleet operator and distributor, saw pre-tax profit fall 11.1 per cent to £11.9m (\$21.7m) after a 56.7 per cent increase in interest payments. Tom Cowie (left), chairman and chief executive, said the short-term rental division was to shut, with an extraordinary cost of £2.3m. Page 25

**Going up**  
Three stops on the Berlin subway. That is all it takes. But for Pierre Fougeron, head of European operations at Otis Elevator, it is a journey back in time. He describes his company's progress as "going up" 20, 40, even 50 years behind those in the west. The challenge is to change this situation over the next two or three years, introducing western production machinery and manufacturing methods, reviving dormant technical skills, and instilling new attitudes towards customers. Page 29

**Athenians return to the fray**

**Greece**  
Athens general index

|           |      |      |      |     |
|-----------|------|------|------|-----|
| 1300      | 1200 | 1100 | 1000 | 900 |
| Jan. 1991 | Feb. |      |      |     |

Small investors, who contributed much to last year's record-breaking performance on the Athens bourse, are returning to the exchange. Broad market confidence has been helped by approval of a large EC loan to the government. Furthermore, private investors are taking advantage of a finance ministry decision to postpone a crackdown on tax evasion on funds finding their way to the bourse. Back page

**Market Statistics**

|                      |       |                         |       |
|----------------------|-------|-------------------------|-------|
| Base lending rates   | 38    | London traded options   | 22    |
| Benchmark Govt bonds | 24    | London tradit options   | 23    |
| FT-A indices         | 23    | Managed fund service    | 34-37 |
| FT oil bond swc      | 23    | Money markets           | 38    |
| Financial futures    | 38    | New int bond issues     | 23    |
| Foreign exchange     | 38    | World commodity prices  | 38    |
| London recent issues | 23    | World stock mkt indices | 28    |
| London share service | 22-33 | World stock mkt indices | 28    |
|                      |       | UK dividends announced  | 26    |

**Companies in this section****From Chief price changes yesterday**

| STANFORD (DM)    | PARIS (FFP)   |          |
|------------------|---------------|----------|
| derborn Bovis    | 820 + 30      |          |
| re-gazette       | 365 + 19      |          |
| JU-soft          | 468 + 12      |          |
| fin Kartan       | 552 + 18      |          |
| lis Vardar       | 464 + 11      |          |
| Re vco           | 354 + 13      |          |
|                  | 1056 + 24     |          |
| 1.000            |               |          |
| EST. Cents       | 125 + 11      |          |
| capdryer         | 132 + 12      |          |
| 197. Motor       | 321 + 14      |          |
| Sto-vaer Int'l   | 334 + 17      |          |
| car-accsape      | 20 + 12       |          |
| pan-Nord         | 1000 + 12     |          |
|                  |               |          |
| 2.000            |               |          |
| evases           | 169 + 12      |          |
| price-day (Laur) | 75 + 9        |          |
| Lev-             | 417 + 7       |          |
| four-            | 69 + 6        |          |
| US               | 14 + 3        |          |
| Invester Earth   | 49 + 16       |          |
| only-vaer (est)  | 95 + 16       |          |
| ret-             | 103 + 58      |          |
| ret-             | 539 + 29      |          |
| 1.000            | 363 + 43      |          |
| the              | 1027 + 31     |          |
|                  |               |          |
| 3.000            |               |          |
| the-DMON (Pence) |               |          |
| evases           | Long (J) A    | 336 + 28 |
| price-day (Laur) | Lcr Portaf's  | 115 + 16 |
| Lev-             | Lopes         | 66 + 9   |
| four-            | More O'farral | 228 + 17 |
| US               | Perry         | 123 + 11 |
| Invester Earth   | Rehag         | 650 + 30 |
| only-vaer (est)  | Santander ME  | 250 + 30 |
| ret-             | Pauls         |          |
| ret-             | Derk Ebs      | 64 - 21  |
| 1.000            | Rockwool      | 52 - 7   |
| 2.000            | SEET          | 19 - 3   |
| 3.000            |               |          |

New York prices as at 12.30pm.

1.000

2.000

3.000

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FINANCIAL TIMES  
COMPANIES & MARKETS

# Philips posts record loss of Fl 4.24bn

By Ronald van de Krol in Eindhoven

ing programme, said it posted a net loss of Fl 4.24bn in 1990, slightly higher than its prediction.

The loss reflects Fl 4.65bn in provisions taken to finance a radical pruning of its sprawling, worldwide operations, including a cut of nearly 20 per cent in its total workforce. Mr Timmer, who was making his first appearance at the company's annual press conference since his appointment in July, said the group had no plans for large-scale divestments of entire divisions in its efforts to return to profitability.

Although he declined to rule out far-reaching joint ventures at divisional level, he said Philips would concentrate on internal efforts to boost results, such as cost-cutting and better management of assets and inventories.

Mr Timmer gave no specific forecast for the level of net profit in 1991 but he said profit would be posted even without the help of external factors.

By the end of 1991, Philips expects to have reduced its workforce to less than 240,000, down sharply from 288,000 in the 1990 third quarter when the lay-offs

began. Mr Timmer was at pains to emphasise that the job cuts were being made at all levels of the organisation.

In the Netherlands, 20 per cent of the company's top managers at the level of director and assistant director are to be made redundant.

Besides the huge loss recorded in 1990, Philips also saw a 2 per cent decline in sales to Fl 55.5bn, though turnover actually rose by 5 per cent after taking currency movements and disposals into account.

Mr Timmer said he was "not

dissatisfied" by the 1990 sales figures. "We see this level as evidence of the fact that our customers remained loyal to us and that the organisation has not lost its resilience, despite all the problems we face."

Operating profit, excluding restructuring provisions, fell to Fl 2.26bn from Fl 2.63bn in 1989.

After provisions, however, operating results swung into a loss of Fl 2.38bn compared with a profit of Fl 2.29bn a year earlier.

Lighting, one of the traditional strengths of the Philips group, saw a sharp reversal in operating

profit, which was almost halved to Fl 419m.

The company met heavy competition in North America, where it suffered a decline in both market share and selling prices.

Consumer electronics was the only sector to post a rise in operating income, to Fl 1.7bn from Fl 1.3bn.

Operating losses in professional products, which includes computers, plunged to Fl 18m from Fl 129m.

Operating losses in components narrowed to Fl 11m, reflecting a decline in losses on integrated circuits.

## ICI falls by over a third to £977m

By Clive Cookson in London

IMPERIAL Chemical Industries, the largest UK manufacturer, yesterday reported pre-tax profits down to £977m in 1990 from £1.527bn in 1989. The company said the 38 per cent fall was "due both to the impact of recession in most major economies and to the effects of the Gulf crisis".

Although the result was broadly in line with analysts' forecasts, ICI shares closed 31p up at 1027p. The market was relieved that ICI had sprung no nasty surprises – and particularly that the dividend was held at last year's level of 55p.

"Currently there is great uncertainty and 1991 is likely to be another difficult year," said Sir Denis Henderson, chairman.

"However actions now being taken will ensure that ICI will

be in an even stronger position to benefit when economic conditions eventually improve."

The main unexpected item in the 1990 accounts was an extraordinary charge of £300m for "reshaping the ICI Group business portfolio", comprising withdrawals through business divestments, closures and other restructuring measures.

The charge is related to a new business strategy which ICI has adopted for the 1990s. This will concentrate on the group's resources "even more selectively" on "strong businesses which can play a truly global role". Other parts of ICI "will generally be viewed either as cash generators or candidates for divestment".

For commercial reasons ICI has not prepared to give further details about our plans for restructuring," he said. Nor would he give an estimate of likely job losses: "as regards people, it has always been the ICI practice that those who are affected should be the first to know. The plans, however, are substantial."

In addition to the £300m provision, ICI has set aside £126m for the partial closure of its UK fertilisers business. In January the government blocked the sale of the business to Kemira of Finland, on the advice of the Monopolies and Mergers Commission, and ICI has been unable so far to find another purchaser.

The company said yesterday it would stop making "compound fertilisers" but would continue producing "ammonium nitrate fertilisers" with a view to selling that part of the business in the future.

Although earnings per share were down to 87.9p from 135.0p in 1989, ICI's strong financial position enabled it to maintain the 55p dividend, said Mr Colin Short, finance director. Net borrowings fell to £1.6bn in 1990 and gearing was reduced to 31.6 per cent.

ICI yesterday issued a court order against Omni, asking it to



Alex Krauer: to have realised a profit of more than SF1bn in the circumstances was an impressive performance

## Ciba-Geigy cuts dividend on 33% fall

By William Dullforce in Geneva

CIBA-GEIGY, Switzerland's leading chemicals group, said yesterday that it was cutting its dividend after posting a fall of more than 33 per cent in operating profit to just over SF1bn (Fl 1.2bn) in 1990.

The board proposed to lower the dividend from SF1.65 to SF1.50 a share and participation certificate, which gave a 10 per cent increase in 1990.

By realising a profit of more than SF1bn in the circumstances was an impressive performance which spoke well for the group's potential, said Mr Krauer.

Worldwide spending on research and development totalled SF1.21bn, up by 5.6 per cent in local currency terms. In pharmaceuticals the spending was SF794m, equivalent to about 15 per cent of sales, and a range of new pharmaceutical products

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## ANGLOVAAL LIMITED

Incorporated in the Republic of South Africa  
Reg. No. 05/04580/06



Interim Report for the Half-Year ended 31 December 1990

### FINANCIAL RESULTS

The consolidated results are as follows:

#### GROUP INCOME STATEMENT

|   | Unaudited<br>Half-year ended<br>31 December<br>1990<br>Rm | 1989<br>Rm | Increase/<br>(Decrease)<br>(%) | Audited<br>Year ended<br>30 June<br>1990<br>Rm |
|---|---|------------|--------------------------------|--|
| Turnover  | 3 843.3   | 3 183.7    | 21                             | 6 719.7  |
| Operating profit  | 397.0   | 263.7      | 51                             | 587.8  |
| Income from investments   | 15.9  | 24.2       | (34)                           | 48.0   |
| Profit before taxation  | 412.9   | 287.9      | 43                             | 625.8  |
| Taxation  | 152.7   | 132.1      | 16                             | 261.6  |
| Profit accounted earnings   | 258.3   | 155.8      | 41                             | 374.2  |
| Profit after taxation   | 239.2   | 213.5      | 21                             | 478.1  |
| Attributable to outside shareholders of subsidiaries and preference dividends | 123.9   | 107.9      | 15                             | 239.9  |
| Earnings attributable to equity shareholders                                  | 135.3   | 105.6      | 28                             | 238.2  |
| Earnings per share (cents)  | 227   | 247        | (8)                            | 350  |
| Dividend per share (cents)  | 30  | 30         | -                              | 92   |
| Number of shares on which earnings per share is based (000)                   | 59 624  | 42 824     | 44 945                         |  |
| Net worth per share (rand)  | 46  | 46         | -                              | 47   |

#### GROUP BALANCE SHEET

|   | Unaudited<br>31 December<br>1990<br>Rm | 1989<br>Rm | Audited<br>30 June<br>1990<br>Rm |
|---|--|------------|----------------------------------|
| Capital employed  |  |            |                                  |
| Shareholders' interest  | 1 914.7                                | 927.7      | 1 811.1                          |
| Outside shareholders' interest  | 1 431.8                                | 1 151.6    | 1 358.6                          |
| Total shareholders' interest  | 3 346.5                                | 2 079.3    | 3 169.7                          |
| Debt capital  | 286.6                                  | 200.6      | 200.6                            |
| Deferred taxation   | 174.2                                  | 164.6      | 147.9                            |
| Long-term borrowings  | 372.3                                  | 336.5      | 362.3                            |
|   | 4 093.6                                | 2 781.0    | 3 881.0                          |
| Fixed assets  | 1 258.4                                | 1 283.5    | 1 237.3                          |
| Investments   | 749.4                                  | 600.7      | 713.0                            |
| - associates and mining subsidiaries  | 570.8                                  | 455.7      | 549.3                            |
| - listed  | 146.1                                  | 124.9      | 140.6                            |
| - unlisted  | 23.5                                   | 20.1       | 24.0                             |
| Loans and long-term debtors   | 33.9                                   | 88.1       | 31.9                             |
| Net current assets  | 2 658.9                                | 805.7      | 1 897.9                          |
| Current assets  | 3 679.2                                | 2 615.9    | 3 789.7                          |
| - interest bearing  | 210.7                                  | 258.3      | 212.1                            |
| - other   | 1 407.6                                | 1 549.3    | 1 679.7                          |
|   | 4 093.6                                | 2 781.0    | 3 881.0                          |
| Market value of listed investments, associates and mining subsidiary            | 1 591.3                                | 1 791.8    | 1 680.5                          |
| Book and carrying value of listed investments, associates and mining subsidiary | 478.3                                  | 401.2      | 427.4                            |

#### COMMENT

Earnings for the period increased by 28 per cent mainly as a result of the additional interest received from the investment of funds raised through the rights offers by the Company and Middle Witwatersrand (Western Areas) Limited. This earnings growth translated into an earnings per share decline of 8 per cent due to an increase of 39 per cent in the issued share capital consequent upon the rights offer May 1990. The contribution of the industrial division recorded modest growth. Anglovaal Industries Limited ("AVI") recording a 5 per cent increase in earnings. Most markets served by the AVI group were subjected to reduced margins and restricted consumer spending. Increased profits from the rubber division of Consol Limited, the dry food and beverage sector and the frozen food sector were negated by lower contributions from the construction and electronics and textile sectors. Profitability of the mining division was lower due to reduced prices received for base and precious metals. This caused lower dividend receipts and reduced equity accounted earnings, in particular from The Associated Manganese Mines of South Africa Limited. The Group's gold mining interests continued to be plagued by the declining real terms gold price and increased working costs.

It is anticipated that earnings for the year to June 1991 will continue to display growth but earnings per share - due to the higher number of shares in issue - a decline compared to June 1990.

The exploration programmes for gold in the Sun and Oribi areas in the northern Orange Free State continue, with the emphasis remaining on the southern part of the Sun area where the current drilling phase is designed to further delineate certain ore body boundaries and reef grade continuity. At the time of issue of the 1990 annual report, it was expected that the evaluation of the results of that phase would be completed by mid-1991. In the light of drilling delays it is now expected that a further nine months or so will be required for completion.

As in the recent past, the activities in the Sun and Oribi areas continue to account for the largest portion of expenditure incurred on exploration and the acquisition of mineral rights. During the period under review, the Group's total share of the costs of exploration, the purchase of mineral rights and ancillary costs amounted to R36.0 million (1989: R41.5 million). It is anticipated that the Group's total share for the current half-year will amount to R43.7 million (1989: R35.6 million).

#### INVESTMENTS

The development by De Beers Consolidated Mines Limited of the diamond mine on the farm Venetia, in the northern Transvaal, pursuant to the agreement with Satura Mining. Prospecting & Development Company (Proprietary) Limited ("Satura"), in which the Group has an 87.5 per cent interest, is progressing according to schedule. The upgrading and extension of the existing plant was completed during the six months under review and limited production commenced. Completion of the new main recovery plant is still expected by mid-1992. Pending reoccupation of the capital, Satura is entitled to a minimum royalty of 12.5 per cent of the mine's profits before appropriations for capital expenditure.

In December 1990 Prieska Copper Mines Limited announced that it had been decided to close its copper/zinc mine at the end of January 1991 following falling rand metal prices which resulted in operating losses being incurred.

During the half-year ended December 1990, Lorraine Gold Mines, Limited ("Lorraine") announced its intention to dispose of certain mineral rights to Target Exploration Company Limited ("Target"), in exchange for shares in Target following encouraging exploratory drilling results on portions of Lorraine's mineral rights holdings north of its lease area and which warranted a further more detailed drilling programme. The necessary funds required to finance the drilling programme were raised by means of a R4.5 million rights offer by Target. Lorraine renounced its rights in terms of the rights offer to its ordinary shareholders. The offer was underwritten by Anglovaal and following the closing of the offer, Anglovaal now holds 53 per cent of the equity of Target.

In January 1991, AVF Group Limited ("AVF Group") made an offer to acquire a maximum 35 per cent shareholding in The Board of Executives Limited. The total purchase consideration of R57.2 million will be settled by the issue of AVF Group shares. Anglovaal has agreed to provide a cash underpin of the AVF Group shares to be issued which could result in AVF Group becoming a subsidiary of Anglovaal.

The Company and the shareholders of Weeds Minerals (Proprietary) Limited ("Weeds") have entered into an agreement in terms of which the Company will, subject to exchange control approval, acquire 100 per cent of the issued shares in Weeds - a leading world producer of high grade anasite. When the agreement becomes unconditional, Middle Witwatersrand (Western Areas) Limited will accept the Company's offer of a 49 per cent interest in Weeds.

Anglovaal Industries Limited ("AVI") is presently concluding negotiations which, if successful, would result in AVI increasing its effective 46.5 per cent indirect interest in subsidiary Grinaker Holdings Limited ("Grinaker") to a direct ownership of 51 per cent of the issued capital of Grinaker.

A conditional agreement has been concluded whereby National Brands Limited will, on 2 April 1991, acquire the South African business of Yardley of London (Africa) (Proprietary) Limited.

#### CAPITAL EXPENDITURE

The capital expenditure of the Group for the half-year ended 31 December 1990 was R91.8 million (1989: R122.3 million). Capital expenditure amounting to a further R181.3 million (1989: R119.7 million) at 31 December 1990 had been authorised of which R83.6 million (1989: R23.1 million) had not yet been contractually committed.

#### COMMITMENTS AND CONTINGENT LIABILITIES

At 31 December 1990 commitments amounted to R6.7 million (1989: nil). Contingent liabilities amounted to R61.1 million (1989: R14.2 million).

#### DIVIDENDS DECLARED AND PAID

Final ordinary dividend No.89 and N ordinary dividend No.1 of 62 cents each per share, totalling R27.1 million for the year ended 30 June 1990 (1989: 51 cents - R22.4 million), were declared on 4 June 1990 and paid on 3 August 1990.

Interim ordinary dividend No.90 and N ordinary dividend No.2 of 30 cents each per share, totalling R18.2 million for the half-year ended 31 December 1990 (1989: 30 cents - R13.2 million), were declared on 26 November 1990 and paid on 25 January 1991.

For and on behalf of the board

B.E. Hensov, Chairman

Clive S. Menell, Deputy Chairman

Directors

Registered Office

Anglovaal House

56 Main Street

Johannesburg 2001

28 February 1991

Directors:

B.E. Hensov D.M.S., Hon. LL.D. (Chairman), Clive S. Menell (Deputy Chairman),  
B.L. Bernstein Hon. LL.D., D.J. Crowe, E.H. Fox, J.J. Geldenhuys, E.G.D. Gordon,  
J.C. Robb, R.T. Swemmer, R.A.D. Wilson.

London Secretaries  
Anglo-Tranvaal Trustees Limited  
295 Regent Street  
London W1R 8ST

## INTERNATIONAL COMPANIES AND FINANCE

### Advancing sales lift Wal-Mart to \$481.8m

By Karen Zagor in New York

WAL-MART, one of the fastest-growing US retailers, yesterday turned in a 13 per cent increase in fourth-quarter net income to \$481.8m, or 42 cents a share, from \$325.9m or 38 cents a year ago. Sales advanced 28 per cent to \$20.5bn from \$16.8bn.

The company's rise in inventories under the last-in, first-out (LIFO) method reduced fourth-quarter net income by \$89.000, compared with an increase in net income of \$18.4m, or 2 cents a share, in 1989.

For the three months to January 26, Penney had net income of \$2.29m, or \$1.14, up 20 per cent from \$1.05m, or 95 cents, the previous year. Sales jumped 26 per cent to \$22.8bn from \$17.8bn.

Although the recession has had less of an impact on Wal-Mart's performance than most other US retailers, the company's results were slightly weaker than Wall Street had

expected and its shares fell 1% to \$35 in active mid-day trading on the New York Stock Exchange.

The impact of the US recession was reflected in the balance sheet of J.C. Penney, the fourth biggest US retailer, which yesterday unveiled a 43.9 per cent drop in fourth-quarter earnings.

For the three months to January 26, Penney had net income of \$202m, or \$1.00 a primary share, compared with \$267m, or \$2.95, a year ago. Retail sales in the quarter were flat at \$25.26bn, while total revenues were unchanged at \$25.25bn.

For the whole of 1990, Penney's net income fell 28 per cent to \$577m or \$4.59 a primary share, from \$802m, or \$6.31, in 1989. Its 1989 results were reduced by a non-recurring tax charge of \$20m, or 1.2 per cent.

"Commercial real estate lending has historically been an important business for Citicorp," the company said, but the latest problems in that area "reflect adverse conditions in US real estate markets".

"While the final extent of market weakness cannot be determined, US commercial real estate cash-basis loans and write-offs are expected to increase in 1991," it added.

Citicorp said the economic downturn had caused "certain leveraged finance borrowers" to report lower earnings and had contributed to a general reduction in new leveraged acquisition finance activities.

Citibank claimed the court decision to be a "major victory".

Mr Maurice Greenberg, chairman, said the company achieved record net income and operating income in 1990 in spite of competitive pricing in the domestic property-care industry.

In the fourth quarter, pre-tax operating income from general insurance rose 9.1 per cent to \$296.1m. The company's life insurance operations brought in record operating income of \$105.6m, up 12.6 per cent.

Operating income during the quarter rose 9.1 per cent to \$296.1m from \$271.3m.

For the whole of 1990, AIG's net profits grew 5.5 per cent to \$1.45bn, or \$5.92, on revenues

up 11 per cent to \$15.7bn, compared with net earnings of \$1.37bn.

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## Suitors for Allied seek to resolve differences

By Philip Gawith

UNITED BUILDING Society and First National Bank (FNB), the two competing South African suitors seeking control of the Allied building society group, are trying to "resolve their differences" following an undisclosed ruling made by the country's Securities Regulation Panel.

The panel was required this week to rule on an appeal by FNB against its earlier ruling that United and its partners were not concert parties and hence had not triggered clauses in the takeover code requiring an offer to be made to minorities.

The panel said yesterday that United and FNB had requested that details of the appeal ruling, which has been delivered to them, be kept confidential until the outcome of a meeting between themselves and the panel on Monday. In the meantime United and FNB are to hold talks.

The nature of the compromise which United and FNB might seek to strike is not immediately clear. Even if the panel reverses its ruling, United would appear to be protected from having to make an offer to minorities by a provision in the Companies Act providing that "no person shall be liable in respect of anything done in good faith in the exercise or performance of a power or duty conferred or imposed by" the chapter relating to the regulation of securities.

Insofar as United and partner's conduct activated terms of the code, they did so only because they were acting in terms of a ruling of the panel.

## Rights offer receipts lift Anglovaal

By Philip Gawith in Johannesburg

ANGLOVAAL, one of South Africa's leading mining houses, increased turnover and profits in the six months to the end of December, due mainly to increased interest receipts from a rights offer.

Turnover rose 21 per cent to R3.84bn (\$1.5bn) from R3.18bn. Operating profit rose 51 per cent to R397m from R263.7m but reduced income from investments and equity-accounted earnings saw attributable earnings rise by 28 per cent, to R135.3m from R105.6m.

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Insofar as United and partner's conduct activated terms of the code, they did so only because they were acting in terms of a ruling of the panel.

Earnings per share fell following the May 1990 rights issue, which saw a 39 per cent increase in Anglovaal's issued share capital. But the earnings per share fall was only 8 per cent, to 29 cents from 247 cents. The dividend was maintained at 30 cents a share.

The mining division's profitability was cut due to reduced income for base and precious metals. This caused lower dividend receipts and reduced equity-accounted earnings saw attributable earnings rise by 28 per cent, to R135.3m from R105.6m.

Mr Bash Hersov, chairman, said delays in the drilling phase of the Sun gold exploration project in Orange Free State meant that the drilling evaluation would not be complete until early 1992.

On the investment side, manganese operation.

The group's gold interests continued to suffer from the industry's profit squeeze.

The industrial division's contribution grew modestly, recording a 5 per cent increase in earnings.

Prieska Copper Mines closed in December as it was incurring losses. Target Exploration, in which the group has a 53 per cent stake, raised R4m to further explore promising gold deposits in the lease area north of Lorraine mine; agreement has been reached to acquire Weenon Minerals, a leading world producer of andalusite; and the group's interests in the financial sector were extended by obtaining, for R57.2m, a maximum 35 per cent holding in the Board of Executors.

## Bankorp improves after rescue

By Philip Gawith

BANKORP, the banking arm of the Sanlam group, returned to profitability in the six months to the end of December after making losses in the previous year, as management undertook dramatic steps to rescue the bank from its parlous financial position.

Net operating income rose to R220.5m (\$85m) from R149.1m. Mr Piet Liebenberg, executive chairman, said "this early improvement could be mainly ascribed to improved interest

margins as a result of merging the three treasury divisions.

Provision for doubtful loans was R139.2m, up from R96.2m, and attributable profit was R48.3m compared with R40.5m.

The bank made a net loss of R568.4m in the year to June following write-offs and a 14.3 per cent increase in bad debt provision, following imprudent asset growth of 10 per cent a year in 1988 and 1989.

Mr Liebenberg said profitability levels could be ascribed

to continuing high write-offs, increased administration expenses, only having one month's interest from the R560m rights issue and a R25m provision for tax.

The group's assets declined at a yearly rate of 6 per cent to R33.7bn from R34.8bn. Mr Liebenberg said this was less than the group's aim of about 10 per cent a year, but the trend was in the right direction.

An interim dividend of 10 cents per share was declared.

## Building group ahead despite recession

MURRAY AND ROBERTS, the South African industrial holding company in the Sanlam group with construction and engineering interests, overcame a deteriorating economy to record increased turnover and profits in the six months to December, writes Philip Gawith.

Turnover increased 14 per cent to R2.24bn (\$875m) from R1.95bn and operating profit was 9 per cent up at R149.4m. Margins were tighter owing to the regulation of securities.

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reduced use of capacity because of lower volumes. Attributable earnings rose 7 per cent to R74.7m.

The industrial, construction and engineering divisions contributed roughly a quarter of operating profits each. The suppliers and services division contributed slightly less, with the balance coming from properties. Suppliers and services performed worst, suffering from the low demand for quarry products, ready-mixed

concrete and bricks. Low prices for bricks reflect the slowdown in the country's low-cost housing industry.

The group spent R60m on acquisitions in the period and more are planned. It says that the recession will make it difficult to increase attributable earnings for 1991.

However, due to the strong cash and balance sheet position, the dividend has been increased by 15 per cent to 46 cents per share from 40 cents.

Mr Jim Macaulay, NZI chief executive, said the bank would make good profits from now on.

General Accident took full ownership of NZI Bank, NZI Corporation, its underwriting operation and its life assurance business in 1989. Previous years' losses were NZ\$24.5m in 1989 and NZ\$25.5m in 1988, when the bank was forced to make heavy bad debt provisions.

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## NZI Bank turns into black

By Terry Hall in Wellington

NZI BANK, badly hurt by the 1987 share market crash, posted a big turnaround from losses to profits of NZ\$7.8m (US\$4.7m) in 1990, in the year to December, writes Philip Gawith.

Turnover increased by 6.8 per cent to R3.12bn (\$1.21bn) from R2.92bn. Operating income was 43.3 per cent up at R252.3m, but a 55 per cent rise in the tax bill hit attributable earnings, which only rose 28.6 per cent to R27.64 from R21.49 and the dividend was 15.9 per cent higher at R4.75 against R4.10.

This is viewed against the background of a 5.1 per cent drop in the total new vehicle market, to 324,777 in 1990 from 352,529 in 1989. Demand for Toyota vehicles exceeded supply and retail sales rose to 96,629 units in 1990 from 90,635 units in 1989, an increase of 6.6 per cent. Market share rose to 28.9 per cent from 25.7 per cent.

Earnings per share rose 28.6 per cent to R27.64 from R21.49 and the dividend was 15.9 per cent higher at R4.75 against R4.10.

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## INTERNATIONAL COMPANIES AND FINANCE

## Saab-Scania cuts loss to rise 35%

By Robert Taylor in Stockholm

SAAB-SCANIA, the Swedish vehicle and aerospace group which this week accepted a SKr12.8bn (\$2.3bn) takeover bid from the Wallenberg empire, shifted profits (after financial items) 35 per cent last year to SKr2.2bn from SKr1.6bn in 1989. The improvement comes because half the continuing losses suffered by its car division in 1989 are a shared burden with General Motors of the US, which formed a joint vehicle company with Saab-Scania in November 1988. This means the 1990 vehicle losses for Saab-Scania was SKr1.6bn (after financial items) compared with SKr2.1bn the previous year.

The company's sales fell last year by 2 per cent to SKr29bn from SKr26.6bn. The board said it intended to pay the same dividend as in 1989, SKr7.75 a share. In the Scania truck division, profit (after financial items) fell by 19 per cent to SKr2.5bn from SKr3.55bn, while consolidated sales dropped by 3 per cent to SKr22.89bn from SKr23.56bn. The number of vehicles sold declined to 31,600 compared with 35,600 in 1989.

Demand for trucks dropped sharply in the UK and Spain, but this was compensated by the large increase in sales for unified Germany.

However, Scania held its

position in Europe with a 12 per cent market share even with a 7 per cent drop in its volume in 1990, consolidating its position as one of the world's biggest truck makers.

The profit derived from the aircraft division more than doubled in 1990 to SKr1.11m from SKr54m in the previous year, and there was a slight sales increase to SKr4.32bn from SKr4.06bn.

The company said that the profit figure had to cover SKr500m related to the estimated increase in costs of the JAS3 Gripen aircraft project.

It pointed out since 1988 the aircraft division had been burdened with SKr2.2bn related to

the estimated extra costs of that project.

Deliveries of the Saab 340 aircraft have reached 214 with 340 sold since it came on the market in 1984. Its 340B variant has been ordered in Japan and by American Airlines. The Saab 340 now has a 36 per cent share of the world market and 60 per cent of the market in Europe.

There was a modest 3 per cent improvement in Saab-Scania's profit from Combitech in 1990 to SKr20.4m from SKr19.5m. Sales dipped slightly to SKr1.22bn from SKr1.24bn.

Scania emphasised its strengthened financial position in 1990. Its net liquidity went up by SKr3.91bn to SKr6.65bn.

## Repola slides to FM961m but sales improve

By Enrique Tessieri in Helsinki

REPOLA, Finland's largest quoted group, reported a drop in profits before appropriations and taxes to FM961m (\$262m) in 1990 from FM1.32bn the previous year.

Repola became operational at the beginning of January and was formed by the merger of United Paper Mills, a forest products group, and Rauma-Repola, a paper and metals engineering company.

Consolidated sales rose to FM23.44bn from FM21.97bn, by while operating profit dropped to FM1.58bn from FM1.72bn.

Sales from Repola's forest industry division amounted to FM14.1bn and accounted for 60 per cent of group sales. This was followed by its metals engineering division, which generated FM5bn in sales. All its industrial sectors saw a decline in profitability.

Repola said demand for forest products during 1991 would fall. The outlook for sawn timber and market pulp was especially gloomy.

## CORRECTION

Michelin

Michelin, the French tyre producer, will receive payment for the sale of its interest in a South Korean joint venture. This was incorrectly reported in yesterday's Financial Times.

## UK insurers push for higher rates

By Richard Lapper in London

UK INSURERS are determined to force through increases in rates for commercial insurance business even if they lose market share in the process, according to industry leaders.

Four UK insurers have reported heavy underwriting losses this week and all insist that low rates are partly to blame. Eagle Star and Royal Insurance (which reported pre-tax losses of £127.9m (£245.2m) and £187m respectively yesterday), General Accident and Commercial Union (which reported underwriting losses on Tuesday) are inconsistent about the need for increases of between 10 and 25 per cent.

Competition for the custom of large commercial clients has

become intense with insurers fighting to retain market share as the European insurance market becomes more liberalised. Rates in France and Germany are even lower than in the UK.

Mr Michael Butt, chairman of Eagle Star, said yesterday that "certain European companies" were anxious to build up market share and were prepared to "dump" capacity in London. Asked about the identity of these companies, he said: "You can come to your own conclusions - but the French nationalised companies might come to mind."

Already some UK companies have lost business rather than offer it at inadequate rates. In

December, Royal Insurance lost contracts for the insurance of 24 company motor fleets (about 11 per cent of its book of business in that sector).

On Monday Mr David Rowland, chairman of insurance brokers, Sedgwick said UK companies had lost the business of a large UK multinational to a US competitor which had been prepared to undercut. Mr Chris Pountain, analyst with Morgan Stanley, warned that "the problem is that the industry's clients are likely to be more stretched financially, making them more likely to either self-insure or shop around".

Lex, Page 18  
Background, Page 26

## Adidas back in black with net of more than DM30m

By Andrew Fisher in Frankfurt

ADIDAS, the German sports shoe and clothing company bought last year by Mr Bernhard Tapie, the French financier, said yesterday it had returned to profit.

After a loss of DM30m (\$8m) in 1989, Mr Rene Jaggi, the chief executive, said a net profit of more than DM30m was achieved last year. Turnover rose to DM4.8bn from DM4.6bn. Excluding licensee business, sales were DM3.4bn, a rise of 4 per cent, despite

adverse exchange rate moves costing DM115m.

The company said it expected turnover and profits to rise again in 1991.

Adidas also said its Arena swimwear activities would be sold to three managers, although it gave no price.

The sale is in line with statements by Mr Tapie that some of the group's subsidiaries - the Pony and Le Coq Sportif clothing companies - may be sold to improve its finances.

## Strong growth in pre-tax profits for Ahlstrom

AHLSTROM, a Finnish forest and metals engineering group, reported an increase in its 1990 pre-tax profits to FM507.2m, (\$137.8m) from FM37m in 1989, writes Enrique Tessieri.

Operating surplus rose to FM854.4m from FM783.3m, accounting for 9.8 and 10.5 per cent of group sales respectively. Consolidated sales grew by 20 per cent to FM8.3bn.

Ahlstrom said it was unlikely to be able to sustain the same profit level it had in

1990.

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Background, Page 26

## THE SAITAMA BANK, LTD.

NOTICE IS HEREBY GIVEN to the holders of the Securities listed below for which The Saitama Bank, Ltd. London Branch acts as Fiscal Agent, Paying Agent, Principal Paying Agent, Replacement Agent, Warrant Agent, Warrant Receiving Agent, or, as the case might be in any other capacity, that with effect from the 1st April, 1991 The Saitama Bank, Ltd. and The Kyowa Bank, Ltd. will merge and thereafter shall be known as:

The Kyowa Saitama Bank, Ltd.

With effect from 1st April, 1991 the specified office in London of The Kyowa Saitama Bank, Ltd. will be:

THE KYOWA SAITAMA BANK, LTD.

30 Cannon Street, London EC4M 6XH

Telephone: 071-248 7000, Telex: 886400 (KSBLNA G) 883317 (KSBLNB G)

Amada Sonoike Co., Ltd. Bonds with Warrants  
USD 60,000,000 3 1/8% due 1991  
USD 100,000,000 4 1/8% due 1993

Central Finance Co., Ltd. Convertible Bonds  
USD 30,000,000 4 1/2% due 1991

Chugai Pharmaceutical Co., Ltd. Convertible Bonds  
USD 30,000,000 7 1/4% due 1996

Dai Ichi Kasei Denki Co., Ltd. Bonds with Warrants  
USD 90,000,000 5% due 1993

Daikyo Incorporated, Bonds  
ECU 40,000,000 8 7/8% due 1992

Daiwa Securities Co., Ltd. Bonds with Warrants  
USD 800,000,000 3 1/2% due 1993

Eisai Co., Ltd. Bonds with Warrants  
USD 100,000,000 3 1/8% due 1992  
USD 300,000,000 4 1/4% due 1993

Fuji Heavy Industries Ltd. Bonds with Warrants  
USD 150,000,000 4 3/8% due 1993  
USD 200,000,000 3 1/8% due 1993

Fuji Heavy Industries Ltd. Convertible Bonds  
USD 50,000,000 3% due 2000

Furukawa Finance Netherlands B.V. Notes  
USD 27,600,000 8 11/16% due 1993

Honda Motor Co., Ltd. Bonds with Warrants  
USD 500,000,000 4 1/8% due 1993

Nachi-Fujikoshi Corp. Bonds with Warrants  
USD 150,000,000 4 3/4% due 1994

Nichiei Co., Ltd. Bonds with Warrants  
USD 300,000,000 2 3/4% due 1993  
USD 100,000,000 5% due 1993  
USD 130,000,000 4 1/2% due 1994

Nihon Kohden Corporation, Bonds with Warrants  
USD 50,000,000 4 1/5% due 1993

Nikken Chemicals Co., Ltd. Bonds with Warrants  
USD 20,000,000 2 7/8% due 1991  
USD 50,000,000 1 3/8% due 1992  
USD 100,000,000 4 3/8% due 1993

The Nippon Fire and Marine Insurance Company, Limited, Bonds with Warrants  
USD 100,000,000 5 1/4% due 1993

The Saitama Bank, Ltd. Convertible Bonds  
USD 100,000,000 1 3/4% due 2002

Sanken Electric Co., Ltd. Bonds with Warrants  
USD 150,000,000 4 3/8% due 1993  
USD 100,000,000 5% due 1993

Tomen Corporation, Bonds with Warrants  
USD 750,000,000 2 7/8% due 1993  
USD 300,000,000 4 1/8% due 1993

Tsugami Corporation, Convertible Bonds  
USD 20,000,000 3 1/4% due 2000

UBE Industries, Ltd. Bonds with Warrants  
USD 400,000,000 4% due 1993

Wako Securities Co., Ltd. Bonds with Warrants  
USD 50,000,000 2 7/8% due 1993

NOTICE IS ALSO HEREBY GIVEN that with effect from 1st April, 1991 The Saitama Bank, Ltd. London Branch will resign as agent from the following issues:

Inageya Co., Ltd. Bonds with Warrants  
USD 30,000,000 3 3/4% due 1993

Kajima Corporation, Bonds with Warrants  
USD 400,000,000 3 7/8% due 1993

MEMBER OF THE SECURITIES ASSOCIATION AND THE ASSOCIATION OF FUTURES BROKERS & DEALERS LTD.

## Anti-ulcer drug sales lift Glaxo at interim

By Karen Fossell in Oslo

STATOIL, the Norwegian state oil company, yesterday announced a record 74 per cent increase in pre-tax profits, before extraordinary items, of Nkr14.4bn (\$2.4bn) in 1990, up from Nkr8.6bn in 1989. The improvement was the result of higher crude oil prices and production, improved cost-effectiveness and lower interest costs.

However, steep taxes, which soared by Nkr4.9bn to Nkr7.7bn, undermined profits, which fell to criticism that Glaxo is single-product company.

Mr Mario said that while Zantac, Glaxo's successful ulcer treatment, contributed to half of group sales in the period, which has led to criticism that Glaxo is single-product company.

Mr Mario said that while Zantac was still growing strongly, the group now had seven drugs with annual sales of over \$100m, three more than two years ago. New drugs recently launched would join this league, he predicted. The stock market responded well and Glaxo's shares rose 58p to a record 974p.

Group sales were £1.51bn (£2.89bn) in the six months to end-December, a rise of 2.9 per cent. Trading profits rose 1.4 per cent to £523m, and pre-tax profits were 6.6 per cent higher at £217m.

Most of the pre-tax increase came from investment income, 49.2 per cent higher at £24m. The group's net cash of £1.03bn.

Mr Mario said the strength of sterling had a profound negative effect on the group's results and that underlying growth had been strong.

Sales in local currencies were up 14 per cent and trading profits up 10 per cent. A change to using average exchange rates means that comparable figures were resisted.

Glaxo's ability to produce new, well-selling drugs was evidence of the productivity of its heavy spending on research and development, Mr Mario said.

For the year the group planned to spend £240m rising to between £560m and £600m in the next financial year. Mr Mario said Glaxo's R&D budget was the largest in the pharmaceutical industry.

After a slightly lower tax rate, earnings per share were 8.6 per cent up at 29.2p and the interim dividend is increased by 21.4 per cent to 8.5p.

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Background, Page 26

according to Mr Vittorio Cassoni, Olivetti's chief executive.

The company expects sales of portable and laptop computers to grow by 44 per cent at a yearly compound rate over the next five years, he said.

Speaking of the Olivetti group in general, Mr Carlo De Benedetti, its chairman, said there was no basis to current rumours of talks with the Italian state-owned STET telecommunications group. However,

"there would be a lot of areas in terms of markets and products in which co-operation between STET and Olivetti would be beneficial to the Italian system," he said.

els should reach 100,000 a year.

Mr Cassoni said the aim was to provide "more functions at a slightly lower price" than competitors' models.

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Speaking of the Olivetti group in general, Mr Carlo De Bened



This announcement appears as a matter of record only.

NEW ISSUE

28th February, 1991

## AUTOBACS AUTOBACS SEVEN CO., LTD.

U.S.\$100,000,000  
4½ per cent. Guaranteed Bonds due 1995  
with  
Warrants  
to subscribe for shares of common stock of  
Autobacs Seven Co., Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

The Tokai Bank, Limited

ISSUE PRICE 100 PER CENT.

Nomura International

IBJ International Limited  
New Japan Securities Europe Limited  
Wake International (Europe) Limited  
Baring Brothers & Co., Limited  
Credit Suisse First Boston Limited  
Dresdner Bank  
Goldman Sachs International Limited  
Merrill Lynch International Limited  
National Securities of Japan (Europe) Ltd.  
J. Henry Schroder Wag & Co. Limited  
Taiheiyo Europe Limited

Tokai International Limited

Cosmo Securities (Europe) Limited  
Barclays de Zoete Wedd Limited  
Caisse des Dépôts et Consignations  
Daiwa Bank (Capital Management) Limited  
Robert Fleming & Co. Limited  
KOKUSAI Europe Limited  
Mitsui Taiyo Kobe International Limited  
Sanwa International plc  
Swiss Bank Corporation  
UBS Phillips & Drew Securities Limited

This announcement appears as a matter of record only.

28th February, 1991



## SANYO ELECTRIC RAILWAY CO., LTD.

U.S. \$80,000,000  
4½ per cent. Guaranteed Notes 1995  
with  
Warrants

to subscribe for shares of common stock of Sanyo Electric Railway Co., Ltd.  
The Notes will be unconditionally and irrevocably guaranteed by

The Mitsui Taiyo Kobe Bank, Limited

Issue Price 100 per cent.

Yamaichi International (Europe) Limited

Mitsui Taiyo Kobe International Limited

Nomura International

Daiwa Bank (Capital Management) Limited

Banque Bruxelles Lambert S.A.

BNP Capital Markets Limited

Commerzbank Aktiengesellschaft

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Salomon Brothers International Limited

Sumitomo Trust International plc

Taiheiyo Europe Limited

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LTCB International Limited

Barclays de Zoete Wedd Limited

BSI-Banca della Svizzera Italiana

Credit Suisse First Boston Limited

Goldman Sachs International Limited

KOKUSAI Europe Limited

J.P. Morgan Securities Ltd.

The Nikko Securities Co., (Europe) Ltd.

Shiyei Ishino Europe Limited

Svenska Handelsbanken Group

Toyo Trust International Limited

## INTERNATIONAL CAPITAL MARKETS

### Gulf ceasefire has little impact on Treasuries

By Karen Zagor in New York and Tracy Corrigan in London

LONGER-dated maturities led the US Treasury market lower yesterday morning in thin trading with the Gulf ceasefire having little impact on business.

At

mid-session, the Treasury's bellwether 30-year bond

was lower at 15%, yielding

8.18 per cent.

The decline was less pronounced at the short end of the yield curve, where the three-year note was quoted a lower

to yield 7.26 per cent.

The decline was attributed to a recent increase in the yield curve, where the three-year note was quoted a lower

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| Yield  | Week  | Month |
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| 10.53  | 13.72 | 11.41 |
| 10.03  | 13.92 | 10.25 |
| 9.82   | 13.72 | 9.98  |
| 9.72   | 13.85 | 9.85  |
| 9.62   | 13.85 | 9.85  |
| 9.52   | 13.85 | 9.85  |
| 9.42   | 13.85 | 9.85  |
| 9.32   | 13.85 | 9.85  |
| 9.22   | 13.85 | 9.85  |
| 9.12   | 13.85 | 9.85  |
| 9.02   | 13.85 | 9.85  |
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| -5.52  | 13.85 | 9.85  |
| -5.62  | 13.85 | 9.85  |
| -5.72  | 13.85 | 9.85  |
| -5.82  | 13.85 | 9.85  |
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| -6.02  | 13.85 | 9.85  |
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## UK COMPANY NEWS

## Increases in electricity costs threaten future of UK chlorine and pvc manufacture ICI prepares to get into shape for the 1990s

By Clive Cookson

IMPERIAL Chemical Industries, the international chemicals group, is likely to change as much over the next decade as it did during the 1950s, when it became increasingly international and moved away from bulk chemical businesses into higher value specialist chemicals.

In its business strategy and management structure for the 1990s, announced yesterday, the strategic objective is "to increase shareholder value by focusing resources even more selectively, so as to exploit fully the profitable growth potential of those businesses where ICI already has or can develop strong global positions encompassing the major markets of Europe, North America and Asia Pacific".

The company intends channelling investment towards "those strong businesses which can play a truly global role," said Sir Denys Henderson, chairman.

"We will of course continue to support growing businesses in new areas like seeds, provided that they have the potential to be both strong and competitive globally. But businesses without that potential

will not normally have priority for expansion capital. They will generally be viewed either as cash generators or candidates for divestment."

Under persistent questioning during yesterday's annual results conference, Sir Denys refused to say which businesses would have priority for new investment and which would be put up for sale or regarded as cash cows.

Nor would he give any estimate of the job losses that would inevitably accompany the restructuring. The company reduced its workforce by 4,600 to about 130,000 worldwide during 1990.

Apart from ICI's well-known determination to get out of fertiliser manufacturing, the only specialist sector which Sir Denys mentioned as a candidate for cuts was the UK chlorine business. That was in the context of ICI's concern about the threat of large rises in electricity prices for industrial users.

ICI Chlor-Chemicals, an intensive energy consumer, faced electricity price increases of "above 25 per cent," Sir Denys said. Negotiations were in progress with the electricity supply industry but "if reason

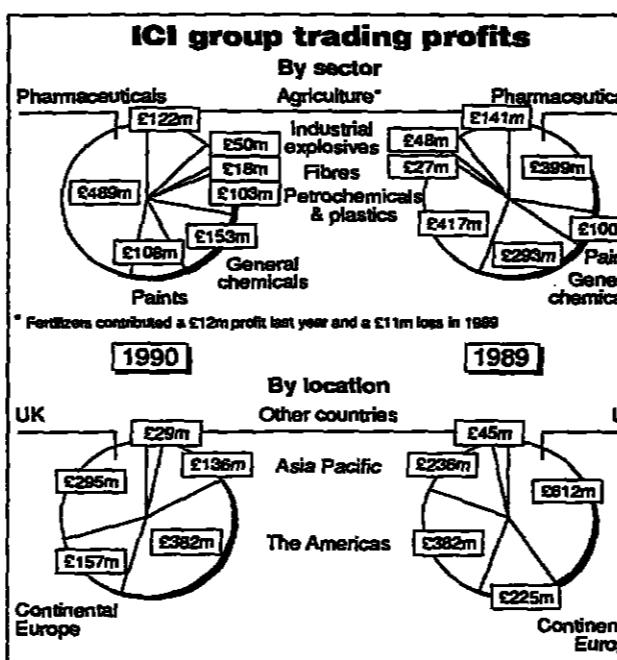
doesn't prevail and we're forced to go to these higher prices, we'll be forced to look very hard at the manufacture of chlorine in this country - and that could apply to PVC [plastic] as well." PVC manufacturing is the largest single consumer of chlorine.

The group will have a new management structure to go with its new strategy - "simplified more rigorously performance-oriented, and lower cost," Sir Denys said.

ICI will be reshaped into seven international business groupings: pharmaceuticals, agrochemicals and seeds, specialities, paints, industrial chemicals, explosives and materials. Each would be headed by a chief executive.

These international businesses would have a pre-eminent position over the ICI territories (national companies and regional organisations). "The basic role of the ICI territories will be to support the businesses with cost-effective services," the company said.

Some outside analysts have criticised ICI for its poor performance during the present recession, despite all the actions that were taken during



the 1990s to make the group less vulnerable to cyclical downturns. But the board has given Sir Denys a vote of confidence by asking him to remain as chairman until 1995, when he reaches the normal ICI retirement age of 62 and will have been in charge for eight years.

REPORTING THREE weeks earlier than originally scheduled in order to allay market fears over its involvement in the loss-making mortgage indemnity business, Eagle Star yesterday pre-tax losses of £127.5m for 1990, writes Richard Lapper.

In 1989 the group, the insurance arm of BAT, made pre-tax profits of £307.5m.

Claims and provisions on the group's mortgage indemnity book amounted to £218.2m and were the key feature of underwriting losses of £28.6m.

The group has been built up by acquisition over the two years, since Mr Stephen Barker, formerly of Albert Fisher, led a management buy-in at what was then called Eagle.

Business in the Far East was also buoyant. The Gulf war had boosted investor appetite for forfaiting paper in the region, but there were prospects of using forfaiting for financing Kuwait reconstruction.

Forfaiting assets now stand at £120m compared with £91m a year earlier and the bank loans are £81m (£34m).

The cut in bank borrowing and the company's sizeable cash position of £36m (£31m) meant it was now a net lender to the banking system. Having eliminated its balance sheet, LFC is looking to boost earnings by trading its book.

At present about three quarters of annual sales are in the UK and Mr Barker's long-term aim is to have sales split 50:50 between Europe and the US.

To date the group's biggest acquisition was of Symphony International, a handbag and luggage distributor, bought for £12.5m in July 1989.

The deal was accompanied by a 1-for-1 rights issue, priced at 18p, which raised £17m.

The suspension of 18p compares with a low of 18p and a high of 26p since July 1989.

## Royal Ins to raise premiums and cut jobs after £187m loss

By Richard Lapper

ROYAL INSURANCE, the composite insurer, yesterday reported pre-tax losses of £187m for 1990, against profits of £126m the previous year.

Although in 1990 with expectations the results will deepen the downturn in the UK's non-life insurance sector.

Life profits amounted to £55m (£61m) and investment income to £83m (£118m), while associated companies put in £45m (£44m), helping to offset overall underwriting losses of £294m (£34m profit).

The unchanged final dividend of 14.75p makes a total of 26p (25.5p) for the year.

Mr Ian Rushton, chief executive, said corrective action was being taken - including premium increases in most lines of business and continuing pruning of overheads.

Four hundred jobs were lost last year and there are plans to cut another 400. But the benefits of these programmes will not flow through until 1992.

Royal's results were dominated by the exceptional level of weather-related losses, especially in the UK where the company is one of the leading house insurers.

UK weather losses climbed by £11m to £155m. Subsidence losses more than doubled to £126m. Royal was also hit by a deterioration in its motor and industrial property accounts.

With the costs of its catastrophe reinsurance programme increasing by six per cent, Royal has already introduced a 10 per cent increase in insurance premiums for domestic household insurance about 20 per cent.

## Eagle Star dives £128m into red

£128m is well below that of either of the three composites reporting this week.

Describing his company's underwriting performance as "unacceptable" Mr Michael Butt, Eagle Star chairman, said the insurance industry "had rarely faced so many adverse factors", and was particularly concerned by the growth in fire claims due to arson.

Claims and provisions on the group's mortgage indemnity book amounted to £218.2m and were the key feature of underwriting losses of £28.6m.

The stock market welcomed the result, marking the shares up 10p to close at 115p. The total dividend for the year is maintained at 12.5p.

Net profits of £5.7m (£8.4m loss) were insufficient to cover the dividend payout of £7.25m and still represent only a modest return on shareholders' funds of £104m (£105m). The decision to maintain the dividend reflects expectations of a further improvement in profitability in the current year.

Mr Jack Wilson, Chief Executive, said margins and fees on forfaiting business were increasing. Forfaiting involves the provision of trade finance

through fixed rate loans which are sold at a discount to investors such as banks.

Though markets in eastern Europe remained difficult there was growing demand for forfaiting services in Germany and Italy.

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UK COMPANY NEWS

Inchcape buys Rutland broking side

By Andrew Bolger

INCHCAPE, the international services and marketing group, has bought the insurance broking interests of Rutland Trust, the financial services concern. These comprise a network of companies in the Midlands and south-east of England.

Inchcape is paying £8.5m cash, plus an additional £1.5m to repay an outstanding loan owed to Rutland by the broking companies.

Trust reported a 32 per cent drop to £10.36m (£15.36m) in overall pre-tax profits and a 27 per cent increase to £127.56m (£100.39m) in turnover for the year to December 31. Of this, the broking activities contributed a profit of £28.000 on turnover of £6.87m.

Sir George Turnbull, chairman and chief executive of Inchcape, said the acquired

companies would form part of Bain Clarkson, his group's wholly-owned insurance broking subsidiary. He said the spread and business mix of Bain Clarkson's and Rutland's insurance broking companies were complementary.

Inchcape said Bain Clarkson was the fourth largest retail insurance broker in the UK and worldwide was the 12th.

Meanwhile, Rutland said it was rationalising its brokerage business because insurance rates had softened and the small- to medium-sized businesses it catered for had suffered from the adverse economic climate.

The group had aimed to expand in regional base, but was deterred by the high prices sought by potential sellers.

On the profits decline, Mr Michael Langdon, chief execu-

tive, blamed the economic downturn, the impact of which was felt particularly in the equipment leasing and the architecture/building surveying businesses.

Earnings per share dropped to 2.28p (3.59p) fully diluted. A maintained final dividend of 0.58p makes an unchanged total for the year of 0.8p.

Mr Langdon said that following the sale of its insurance broking services, the group would continue to develop its core businesses of corporate and property finance and asset finance.

London & Edinburgh Trust, the property developer, holds a 36 per cent stake in Rutland. Rutland said that following the acquisition of LET by SPT, the Swedish pension group had confirmed that it regarded the shareholding in Rutland as a



Sir George: complementary spread and business mix

long-term investment. Talks were being held to identify areas of common interest in the UK and Europe.

Finance charges cut  
High-Point's rise

By Clare Pearson

HIGH-POINT, the consulting engineer and project manager which does nearly half of its business with UK and other governmental bodies, sustained higher interest charges in the half year to end-November 1990.

Mr Reeves said the carrying costs by only 215,000 to 226,000 and Mr Ian Reeves, chairman, warned that "we shall be pleased to maintain pre-tax profits at last year's level", which was 22.52m.

Operating profits presented a much brighter picture, rising by 29 per cent to £2.18m (£1.69m) on a 17 per cent increase in turnover to £29.35m (£28.19m).

Interest charges were sharply up at £1.34m (£862,000). Mr Reeves said this resulted from higher interest rates, the final consideration for an acquisition which fell due in the second half of last year, and increased turnover.

Locally-owned and non-public sector UK customers had also been taking longer to settle bills as a result of government spending squeezes and the impact of economic conditions on business cashflows.

High-Point has used debt rather than equity to finance its acquisitions. Gearing, expressed as gross debt against net assets, after writing off

goodwill, stands at more than 200 per cent. However, Mr Reeves said that given the blue-chip character of its customer base, the company could live with this level.

Mr Reeves said the carrying costs of High-Point's investment in London Scientific Services, the old Greater London Council laboratories bought in 1988, had also depressed results. It had yet to make a return on the investment, although it believed LSS had been a strategically-correct acquisition.

The domestically-based businesses, including Rendall Palmer & Tritton, the 150-year-old consulting engineer, had performed well amid what Mr Reeves said, had been the worst recession in the UK construction industry in 40 years.

Internationally, diversion of money by governments to pay for the Gulf war, and problems of banks and property development in the US and Japan, was likely to depress the overall construction work load.

However, the interim results had demonstrated High-Point's ability to maintain and increase market shares.

The interim dividend is unchanged at 2.55p, payable from earnings per share of 11.19p, up from 10.65p last time.

THE BANK OF YOKOHAMA, LTD.  
(Kabushiki Kaisha Yokohama Ginko)

U.S.\$100,000,000

2 1/2 per cent. Convertible Bonds due 2001

Notice is hereby given that with respect to the issuance of new shares by way of free distribution authorized at the meeting of the Board of Directors held on 17th December, 1990, the shareholders appearing on the register of shareholders of the Bank on 31st March, 1991 (Tokyo time) (the record date) will be allocated 0.07 new shares for each share owned, and as a result of such authorization of free share distribution the following adjustment of the conversion price shall be made pursuant to Clause 7 (H) (i) of the Trust Deed dated 30th September, 1986 relating to the Bonds:

- 1) Conversion price before adjustment: Y883.70
- 2) Conversion price after adjustment: Y825.90
- 3) Effective Date of the adjustment: (Tokyo time): 1st April, 1991

The Bank of Yokohama, Ltd.  
47, Honcho 5-chome,  
Naka-ku, Yokohama, Japan

1st March, 1991

n into red

cial and residential property developments had been judged. These cover losses when borrowers default on property loans. "We certainly should not have done it, but we were not alone in not having the expertise of the rest of the property market."

The company stopped writing this business early last year but is employing a team to manage claims. Total exposure on commercial and property development loans amounts to £70m.

Following an agreement with the Inland Revenue, E&P has begun to discuss a claims reserves in the claims provisions are made in order to allow for the value of money. The new reserves agree to the possibility of claims for less than would otherwise be the case.

ms problems

would have been £45m without the profit write-off. Hughes sold an equity G Barracough, a soft drink manufacturer.

Losses per share are compared with 2.54p. There is a 2.54p dividend against 2.54p.

Mr Jim Clark, chairman,

US investment in Sedgwick cut

By Daniel Green

TRANSAMERICA, the US financial conglomerate, yesterday cut its stake in Sedgwick, the UK insurance broker, from 39 per cent to 25 per cent. Both companies said they considered the remaining holding to be a long-term investment.

The move stems an under-current of speculation over the fate of the stake, acquired in April 1985 when Sedgwick merged with Fred S James, a US insurance broker. A four-year standstill agreement on trading the shares ended in February 1990.

The 50m shares were placed with institutions at 222p, by SG

Warburg and Morgan Stanley, who paid 218.5p for the stock. The original 39 per cent stake carried with it only 29 per cent of the voting rights. The ordinary shares sold have full voting rights and Transamerica said it would convert enough restricted voting A shares to keep its voting power above 20 per cent.

Regina back in profit

Regina Health & Beauty Products, the USM-quoted royal jelly group, returned to profit in the half year ended December 31 1990 with £54,000 pre-tax. That compared with a loss of £2.56m, which grew to £4.7m by the end of 1988-89.

Turnover came to £1.62m (£2.93m). Earnings worked through at 0.09p (losses 12p).

Utd Distillers joint venture

By Philip Rawstorne

UNITED Distillers, the Guinness spirits company, is to form a joint venture in Australia with Bundaberg Sugar for the production, marketing and distribution of Bundaberg rum, the country's leading spirits brand.

UD's Australian subsidiary will acquire a 50 per cent interest in Bundaberg Distilling, held by Carlton and United Breweries.

The deal will also include Carlton's spirits business, John Hawes, which distributes Bundaberg in Australia. No price has been disclosed.

Provisions hit English & Overseas

English & Overseas Properties had a poor second half but just remained in profit.

However, adding provisions against current properties and reorganisation left it with a loss of £184,000 for 1990, compared with a profit of £2.09m.

From losses per share of 5.51p (earnings 23.4p) the dividend is cut from 4.5p to 2.5p, with a final of 0.5p taking the whole of the decrease.

Mr Jim Clark, chairman,

BOARD MEETINGS

|                    | Minerals | Minerals |
|--------------------|----------|----------|
| Scholastic         | Mar. 18  | Mar. 18  |
| Shoreline          | Mar. 18  | Mar. 18  |
| Plastics           | Mar. 18  | Mar. 18  |
| Alcan (BSR)        | Mar. 18  | Mar. 18  |
| BSR                | Mar. 18  | Mar. 18  |
| Bowater            | Mar. 18  | Mar. 18  |
| Bruce Bros         | Mar. 18  | Mar. 18  |
| Brutton Cards      | Mar. 18  | Mar. 18  |
| BFT                | Mar. 18  | Mar. 18  |
| Flacons            | Mar. 18  | Mar. 18  |
| Flacons (UK)       | Mar. 18  | Mar. 18  |
| HIV                | Mar. 18  | Mar. 18  |
| Levi Johnson       | Mar. 18  | Mar. 18  |
| Low Securities     | Mar. 18  | Mar. 18  |
| Morrison (Wm)      | Mar. 18  | Mar. 18  |
| Second Market Inv  | Mar. 18  | Mar. 18  |
| Second Market Inv  | Mar. 18  | Mar. 18  |
| Truehouse Forre    | Mar. 18  | Mar. 18  |
| UIC                | Mar. 18  | Mar. 18  |
| Plantations Africa | Mar. 18  | Mar. 18  |
| Plantations Africa | Mar. 18  | Mar. 18  |
| Wimpey (George)    | Mar. 18  | Mar. 18  |

| Nationwide   | £300,000,000 |
|--|--------------|
| Floating Rate Notes Due 1996                                   |              |
| (Second Series) (Issued by Nationwide Building Society)        |              |
| Interest Rate: 13.36125% per annum                             |              |
| Interest Period: 28th February, 1991 to 28th March, 1991       |              |
| Interest Amount per £5,000 Note due 28th March, 1991: £51.25   |              |
| Interest Amount per £50,000 Note due 28th March, 1991: £512.49 |              |
| Agent Bank: Baring Brothers & Co, Limited                      |              |

| EUROPEAN AMERICAN BANCORP  | US\$125,000,000 |
|--|-----------------|
| (Incorporated in the State of New York U.S.A.)   |                 |
| Floating Rate Notes Due 1992   |                 |
| In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from (and including) 28th February 1991 to (but excluding) 31st May 1991, the Notes will carry a rate of interest of 6.47% per cent, per annum. The relevant interest payment date will be 31st May 1991. The coupon amount per US\$10,000 Note will be US\$177.29 payable against surrender of Coupon No. 22. |                 |
| Hambros Bank Limited   |                 |
| Agent Bank   |                 |

| AKRANES AND BORGARJORDUR HEATING CORP. US\$10,000,000  | Can. \$75,000,000 |
|--|-------------------|
| Floating Rate Notes due May 1991   |                   |
| In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from February 28, 1991 to August 28, 1991 the Notes will carry an interest rate of 7% per annum. |                   |
| The interest payment date, August 28, 1991, will be against coupon No. 13, with US\$333,194.44 for each Note of US\$1,000,000.   |                   |
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"The levels of general business losses being declared for 1990 by us - and the industry as a whole - are unacceptable. Resolute action must be taken to achieve realistic levels of premium. In Eagle Star determined action has been taken to strengthen our general insurance business and restore profitability."

- ★ Pre-tax loss of £128m
- ★ Life new annual premiums up 33% to £135m
- ★ Total investment return of £285m
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- ★ Funds under management at £10.3bn

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## UK COMPANY NEWS

## Courtaulds Textiles rises to £40m

By Alice Rawsthorn

**COURTAULDS** Textiles yesterday saw its shares rise 12p to 302p when it announced a modest increase from £39.9m to £40.3m in pre-tax profits for 1990.

The company is one of the largest players in an industry which is suffering from the triple pressures of increasing imports and weak domestic demand.

Mr Martin Taylor, chief executive, said Courtaulds Textiles had done very well to hold its in this environment. Current trading conditions are still "very difficult", but the company was in "super shape financially".

Earnings per share rose to 4.3p (28.8p) in the year to December 31. The board proposes a final dividend of 4p, making a total of 12.3p (1.6p).

This is the first full set of preliminary results to be

published by Courtaulds Textiles since its demerger nearly a year ago from Courtaulds, the speciality chemicals and industrial products group.

Turnover slipped to £983.6m (£98.4m) reflecting a fall in sales due to closures and disposals.

Operating profits rose to £51.7m (£51.6m). A credit to pre-tax profits of £4.4m (£2.0m) came from the pension fund surplus.

The interest bill was reduced to £1.2m (£1.2m). This was partly because of lower year-end borrowings of £55.4m (£74.6m) due to working capital improvements.

Mr Taylor said the company had been run on a "very tight cash basis" during the year.

Capital expenditure was cut from a projected £35m to £23.6m in 1990 and stock levels were reduced to

£161.6m (£199.9m). Operations have been rationed, particularly in spinning. The workforce was reduced by about 3,200 to 28,200 in 1990 and there have been roughly 750 further job losses so far this year.

## • COMMENT

Even allowing for the whiff of post-war glee that pervaded the market yesterday, the City's response to Courtaulds Textiles' results was a little overstated. The company undoubtedly did well to maintain profits in ailing trading conditions and did even better to improve its cash position given the financial pressures on textiles. But there is no hope of an improvement in trading conditions until the end of this year at the earliest, and even an improvement there would not filter through to profits until 1992. The company will do well



Martin Taylor: trading conditions still difficult

to maintain profits at about £30.5m this year. This leave the shares at 302p on a prospective p/e of 10.5 looking a little over optimistic about the prospect of an early recovery.

Investment performance was affected by the trust's large overseas portfolio, since the year saw both the UK stock market and sterling do relatively well. The trust was also held back by its gearing, following a £110m debenture issue in November 1990. Gearing helps a trust outperform in a bull market, but accentuates underperformance when shares are falling.

However, Mr Michael Hart, joint manager, said that the gearing had allowed the trust to buy shares when stock markets were weak. And judicious switching of short-term loans between currency denominations had saved the group £5m.

The trust had also benefited from a narrowing in the discount to net assets from 16 per cent to 11 per cent over the year. This may have been helped by the continuing success in attracting private investors, with the number of shareholders rising over the year by 49 per cent.

Since the start of 1991, Foreign & Colonial has benefited from the rise in world stock markets and has outperformed the average investment trust.

At the end of January 49 per cent of its portfolio was in the UK, 24 per cent in the US, Japan accounted for 10 per cent, the Far East 3 per cent and Europe 11 per cent.

Mr Hart thought that the UK stock market rally was overdone in the short term, but he expected the market to be 20 per cent higher at the end of 1991 than at the beginning of January.

Herbs and spices will be the first products to be so treated because an alternative sterilisation method, treatment with ethylene oxide, has been prohibited since January 1.

Mr James Howatson, of Smith New Court, which has been trying to solve Merlin's cash flow problem, said the alternative to accepting the offer was for the company to go into receivership.

Mr Howatson said the offer was from Luire, British Virgin Islands company wholly-owned by Swiss-registered Estonia Venture. Money to finance the purchase will be loaned by Sonnair Finance, a Swiss company controlled by Mr Peter Borgas.

Mr Peter Jevans, chief executive and acting chairman said:

"In an almost unprecedented scenario of property downturn, economic recession and high interest rates it isn't possible for a development company to keep on developing."

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## MANAGEMENT

Otis Elevator has bought its way into the east European market. Andrew Baxter examines how the US company aims to take advantage of the upheaval in the region

## Setting sights on new heights

**I**t takes just a three-stop ride on the Berlin subway to cross from the Otis Elevator factory in the old western sector of the city to one of its two new half-sisters in the east, but for Pierre Fougeron it is a journey back in time.

"We used to believe in the West that East Germany was among the most developed of the socialist countries, but this is not true," says Fougeron, who heads European operations for the world's biggest lift-maker. "In our case they were 30, 40, even 50 years behind. They were using twice as much material as they needed to make their lifts, and the culture and working methods were very poor."

The bulk of Fougeron's customers is Berliner Aufzugs- und Fahrstuhle (BAF) - an east Berlin liftemaker in which Otis Germany bought a majority interest last September. One of BAF's two plants is a rambling, 95-year-old building in a drab district near the old Berlin Wall, where employees used to assemble wooden lift

cars. The manager would ride to his office in a lift with buttons numbered for 10 floors, although the building has only four - because using standard button panels helped BAF cut costs.

Otis plans to change all this over the next two or three years, introducing western production machinery and manufacturing methods, reviving former technical skills, and instilling new attitudes towards customers as BAF is nudged away from the straitjacket of a command economy.

In the communist era BAF was even obliged to devote 5 per cent of its production to consumer products such as garden hose reels and trailers, much to the chagrin of its executives. The BAF project is an important element in a long-term plan for Otis to invest eastern Europe and the Soviet Union into the last decade of the 20th century. A third of the world is up for grabs. And if you're a global company you might as well start grabbing," says George David, Otis chairman and chief executive.

Last month, Otis announced

its second Soviet manufacturing joint venture, and there may be more in the pipeline. David also predicts a smaller transaction in Poland this year, and says "we will do something in Czechoslovakia pretty soon".

"We are going to be decisively ahead of our competitors in eastern Europe and in fact ahead of most Western investors," claims David, who has been closely involved in the Otis foray from its inception in 1989.

In the heavy equipment sector, most US groups have been content to rely on export sales, although Westinghouse did announce in December a co-operation agreement with Skoda, the Czechoslovak engineering group, in power systems. Otis, part of Connecticut-based United Technologies (UTC), has gone further, and over the past few months has announced a string of acquisitions and manufacturing joint ventures in eastern Germany, Hungary and the Soviet Union (see panel).

All three companies are attracted to eastern Europe by the size of the market, and demographic trends that underpin its potential for further growth. David gives a "halibut number" of \$3bn for the market in the former Socialist countries, against

\$15bn-\$16bn for the rest of the world.

The Soviet Union, the world's largest national market for new lifts, accounts for the lion's share of the total, due mainly to housing trends. The ugly apartment blocks that are home for most Soviet citizens all need lifts, and much of the installed base is fit only to be ripped out and replaced, says one analyst. Much of the housing stock, in any case, is sub-standard, and rebuilding will add to the demand for new lifts.

This humdrum context is a powerful attraction for Otis. The average electro-mechanical lift does not have the electronic sophistication that would fall foul of CoCom rules on technology transfer, and says Fougeron, the US company will continue to import its larger, more complex models for hotels and skyscrapers into eastern Europe. This market has historically been dominated by Kone of Finland, but has opened up considerably over the past two years with the weakening of trade ties between Finland and its large neighbour.

Consequently, Otis is much further ahead of other UTC businesses in establishing a foothold in eastern Europe. Lifts, after all, are intrinsically less politically sensitive than Pratt & Whitney's aero-engines, for example.

For David and Otis, eastern Europe holds another strong attraction, which is rooted in the company's decentralised culture and diverse character. With 43,000 non-US employees out of 50,000, he says, "It's natural and normal that we're in every market in the world. When eastern Europe opened up in the latter part of 1989, our company just made a right-hand turn and headed east."

The reality was a little trickier, and David acknowledges Otis has had its share of luck. The company's top six executives spent a week in Moscow and Leningrad in early 1989 assessing whether there might be any opportunities. David admits that this was to prove "amazingly fortuitous" as it enabled Otis to make plans well ahead of the upheaval in



George David, Otis chairman and chief executive: "A third of the world is up for grabs. And if you're a global company you might as well start grabbing"

the eastern bloc later in the year.

But, in common with many US companies, Otis had difficulty picking its way through the complexities of east European bureaucracy until it realised that the key to success was making contacts at factory level with managers who had "elevators in their blood".

"You find the factory manager, get him started and organised, and let him worry about the issue of Finance Ministry approvals and all the rest of that stuff," says David. "We nudge, nudge, nudge and support, but they make it happen."

In East Germany, says Fougeron, Otis was able to move fairly quickly because the company's exports of high-class lifts for big city hotels had opened doors in the industry. Even so, it had a stroke of luck in 1989 when a retired East German official walked into Otis Germany's West Berlin office out of curiosity and wrote down all the lift company addresses he knew, from memory.

As Otis moves to build on its foothold in eastern Europe, it faces four clear challenges:

• Political risk. David admits

he is worried about recent events in the Soviet Union, but says his own local contacts there have given him a very different perspective compared with what appears in the western press. "There are lots of national events - legislation, politics and regional conflict - but meanwhile, people eat, sleep, and ride in elevators. And the people that do all those things will continue."

• Economic risk. Despite eastern Europe's long-term housing needs, analysts wonder where the money will come from to finance them. David is keeping his feet firmly on the ground: "Some of the investments we are making in these countries are not going to pay off. I have no doubt we will see economic catastrophe in one or more of these ventures in the next decade."

• Manufacturing and product development. Buying manufacturing assets in east Europe is less risky for Otis than for other capital goods producers because so much of its work is done away from the factory, in the customer's premises.

Even so, the company faces an uphill task transforming BAF, which would almost cer-

## Where the big three pressed the button

**T**he world's big three lift companies have been doing business in eastern Europe for years - Otis made its first sale in the Soviet Union in 1983 when it installed a lift in the Winter Palace - but since 1988 they have become more deeply involved. They have made the following key strategic deals:

**OTIS**  
In eastern Germany, Otis bought BAF, a Berlin-based lift and escalator producer with 1,000 employees and a strong position within the east German market. The deal, struck in September, also helped Otis secure the purchase of another half dozen regional lift workshops, each with their maintenance portfolios serving about 1,000 clients.

In Hungary, Otis increased to 51 per cent its ownership in a joint venture formed in July with GIV, a local state-owned lift company. The

new venture has about 500 employees and a factory in Budapest.

In the Soviet Union, Otis agreed in July to form a joint venture with Scherbinika Lift Plant, part of the Soviet national lift agency. The new company, Scherbinika Otis Lift, will be 65 per cent owned by Otis, and produce lifts for the domestic market from a new plant being built next to the existing Scherbinika factory, 15 miles from Moscow.

In February, Otis announced a joint manufacturing venture in Leningrad, Leti Otis Lift, which will also be 55 per cent owned by the US company. The new company will employ 1,100 people from the two Soviet partners to the deal.

**KONE**  
Kone, the worldwide No.3, has 60-80 per cent of the Soviet market for imports of large, sophisticated lifts, having sold more than 6,000 since the 1940s.

To protect its position as rivals begin to enter the market, Kone established a lifts maintenance joint venture with Intourist, the Soviet tourist organisation, at the end of last year, allowing it for the first time to maintain the lifts it sells in the Soviet Union.

Elsewhere, Kone bought a handful of east German lift maintenance companies in the autumn, and is looking for joint ventures in Czechoslovakia.

**SCHINDLER**  
Schindler, the Swiss company which is second largest in the world after its 1988 takeover of Westinghouse's US lift business, has bought half a dozen small lift maintenance and distribution companies in eastern Germany, which are now branch offices run from the company's German headquarters in Berlin.

Last March Schindler took a 75 per cent stake in a

460-employee joint venture with Ganz Lift of Budapest, cementing a 15-year-long association with the Hungarian company.

In the Soviet Union, Schindler agreed in December to take 51 per cent of a Soviet joint venture, Schindler-Mosmontash-Lift, which will install and service imported Schindler lifts.

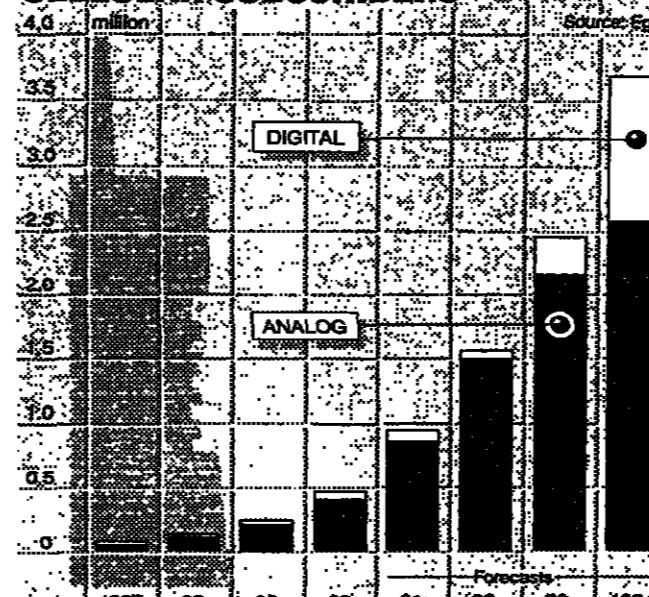
Schindler hopes this will help it penetrate the market for sophisticated imported machines hitherto dominated by Kone.

The Swiss company is also discussing a manufacturing joint venture to get a slice of the much larger Soviet market for small lifts, but says there is a long way to go. One reason for its cautious approach is the need for hard currency to pay for imports of western manufacturing equipment.

Additional reporting by Enrique Tessieri in Helsinki.

## TECHNOLOGY

### CELLULAR SUBSCRIBERS



### Precision plastic breaks the mould

A WAY of moulding precision plastic parts measuring only microns (millions of an inch) is the target of a German research collaboration between BASF's polymer research laboratory, STEAG Mikrotechnik (a subsidiary of the STEAG energy group) and Heidelberg University, writes David Fishlock.

Such parts could lead to the production of mechanical and electrical machinery the size of microchips, which could be used in micromechanical instruments, sensors and medical implants.

The first big step in the process is to make the tiny component first in perspex (polymethylacrylate). This is exposed to a particularly intense form of X-ray known as synchrotron radiation, which penetrates deep into the plastic, making the material easy to dissolve.

This perspex part is electroplated with nickel and the perspex then dissolved, leaving a nickel mould which is filled to make the tiny thermoplastic components.

The challenge is to develop a polymer that needs exposure to synchrotron rays for minutes instead of hours, in order to reduce processing costs. The researchers hope to have identified this polymer by the middle of the year.

### House in palm of your hand

HAND-HELD computers are now helping property surveyors to reduce the time - and the cost - of carrying out general house surveys.

Hand Held Systems, of Marlow, has developed a software package based on the standard house buyers' and flat buyers' report and valuation - the report format recommended by the Royal Institution of Chartered Surveyors for homes built this century.

The package runs on the Gridpad, from Grid, a toughened hand-held machine used widely for military use.

The software can be used in a similar way to printed forms, with boxes and text appearing on the screen which can be ticked as appropriate. Extra information can be written on the screen - the Gridpad has the ability to read hand-written text.

As well as making the collection of data less difficult, the information can be printed

marketing strategy will allocate an average 4.4 per cent of annual turnover on marketing this year, an increase of 12.5 per cent over last year.

Most of this extra money will be spent by companies with a turnover of more than £1m. Those with a turnover of less than £25,000 will be reducing their marketing expenditure, says the survey, conducted by the Concept Company, of Teddington.

Perhaps the most interesting finding is that 40 per cent of companies in the UK computer industry possess no formal marketing strategy.

### Russian spellings put to the test

A SOVIET co-operative has developed a software package which locates mistakes in Russian language texts and which runs on IBM and compatible PCs.

The Ortho package, developed by the Informatic co-operative, in Moscow, has a 120,000-word Russian language dictionary against which it can check spellings. Informatic has also developed specialised dictionaries for special interest groups.

In addition, Ortho will locate mistakes in the grammar of the sentence - in particular case agreements. The noun "table", for example, can have 12 different cases, while adjectives and verbs have even more forms.

### Taxis drivers take no abuse

EVERY company that has an account with a taxi firm must have suspected that employees, on occasions, have used the service to ensure they can get home from the local disco on a Saturday night.

To help companies keep a closer account of who is using - and abusing - the service, Computer Cab, one of London's biggest taxi firms, has introduced plastic card technology which records who uses the cabs and when.

The cards issued to employees may be coded to authorise use only during working hours. Outside these hours the card swipe machine in the cab would bar its use.

Computer Cab has a 120,000-word Russian language dictionary against which it can check spellings. The noun "table", for example, can have 12 different cases, while adjectives and verbs have even more forms.

## Fight hard, stand firm

**S**tefan Wagstyl looks at the opportunities for western companies in the Japanese telecommunications market

its regulatory powers to prevent NTT from squeezing the fledglings out of the market.

As a result, the two new carriers prospered, even though they are not permitted to cover the whole country. In mobile telephones, IODO and DDI have around 30 per cent of the market. This should spur competition in which the large Japanese electronics combines - with their skills in mass-manufacturing and marketing - should have an advantage, says Egiis.

• The probable introduction of new generation systems, including micro-cellular services. In the current system, mobile telephones operate by communicating by radio transmitters with mobile base stations 1-2 kilometres apart. In a micro-cellular service the stations will be 100-200 metres apart, so the receivers can operate at lower power with smaller batteries. Egiis says that Japan lags behind the US and the UK in the development of such services.

• The introduction of digital systems by NTT next year and its rivals in 1993. Digital networks will run alongside the existing analogue systems. The start of digital services offers

new equipment makers, including overseas companies, to enter the market.

• The expected liberalisation of the market for receivers next year. Users will be able to buy their telephones, instead of renting them from carriers. This should spur competition in which the large Japanese electronics combines - with their skills in mass-manufacturing and marketing - should have an advantage, says Egiis.

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• The spinning off from NTT of its mobile telecommunications operations, to promote

arm's-length transactions between the parent and its subsidiary.

Nevertheless, there are opportunities. As well as supplying receivers, there is the business of providing base stations and networks, plus opportunities to sell components, testing equipment and computers.

Egiis believes that Motorola has established a strong position and two other foreign companies - Ericsson of Sweden and AT&T of the US - have established a good foothold by winning approval as suppliers of equipment for the new digital networks. But others will face increasing difficulties entering the market. Yves Ostrovsky, a consultant at Egiis, says: "Unfortunately there are no EC companies supplying equipment. The industry becomes more attuned to supplying the mass-market so Japanese companies' competitive advantages could also increase."

fore.

But this is just the first stage of the programme. Within the next 12 months an automated handling system will be installed to transfer cutters between the robot cell and the main cutter store which contains several thousand units. In this way, Dassault will be able to keep track more effectively of the different cutters and their location.

Despite the high level of automation, the Seclin tool room will always need some supervision, if only because cutters coming back from the shop floor must be checked to see if their condition allows further regrinding.

The software can be used in a similar way to printed forms, with boxes and text appearing on the screen which can be ticked as appropriate. Extra information can be written on the screen - the Gridpad has the ability to read hand-written text.

As well as making the collection of data less difficult, the information can be printed

Anna Kochan

## Robot cuts out middleman

**A**utomation in machine shops is usually associated with flexible manufacturing systems and the automated transfer of work pieces and tools between the machine tools and the stores. But Dassault Aviation, the French aircraft group, has found a different application.

In order to keep the numerically controlled machine tools in its Seclin shop running 24 hours a day, Dassault has to assemble and disassemble the 40,000 cutting tools a year. It is a repetitive and fatiguing operation, says Philippe Anicotte, machine shop manufacturing manager. Normally, the job is performed manually. Now, however, a robot carries out the task.

## COMMODITIES AND AGRICULTURE

## A gold company seeks industry cost-cutting aid

Philip Gash in Johannesburg

LEON Sunter, chairman of Gold and Uranium division of Anglo American, the world's first gold producer, yesterday called on commerce and industry to aid the mining industry in its drive to contain costs.

Speaking against the backdrop of a gold price which is more than a quarter of the world's production costs, Mr Sunter said: "The days of cost increases are over. We are forging ever closer links with our suppliers in order to relate to the gravity of the situation and to show truly that we cannot survive the magnitude of past losses continues."

Already some suppliers in the country are charging different prices to different mines for the same goods, depending on the profitability of the mine. The closure of mines this year now a certainty, wages will also be in the spotlight. The pressure on the National Union of Mineworkers to present modest

demands. Commenting on the NUM's moderation last year, Mr Sunter said: "It is sincerely hoped that this attitude continues to prevail during the current year negotiations, if thousands of jobs are not to be lost."

Mr Sunter noted various steps being taken by management to effect economies.

Employees are being switched from support functions to the direct production process.

• Manpower is being reduced, as far as possible through natural attrition, transfers and retirement.

• Commodities like timber, are being recycled.

• Electricity demand is being monitored more closely.

• Overheads are being reduced in areas where the cost of the activity is believed to exceed the value it adds to the business.

He said employees were increasingly coming forward with practical suggestions of how to streamline the production process.

Mr Sunter said 1990 had been

a "disappointing year" for the international gold market and predicted the market would remain unsettled so long as unrest in the Soviet Union continued. He said that during 1991 jewellery demand was likely to provide a floor for the gold price in the event of any major decline in prices.

Mr Sunter said progress was being made towards the "systematic and complete removal of all forms of race discrimination" from the mining industry. This is the subject of continuing talks between the NUM and the Chamber of Mines, an employer body.

The question of inter-racial violence at the mines is the subject of similar discussions and initiatives.

Within the Anglo American group, 1990 was a bad year for safety with 43 lives being lost at Vaal Reef and Western Deep Levels due to seismic events. Mr Sunter said steps were being taken to address the problem, including the backfilling of operations as a matter of urgency.

## Steam coal price cuts agreed

in Gerard McCloskey

ST LAST of a series of price agreements marking a fall in steam coal prices put into place in Tokyo, despite extremely strong by-hand growth throughout 1990.

With South African producers having come away from Tokyo with a lifting of the sanctions limiting purchases of its coal, this has been imposed by the Ministry of International Trade and Industry, which put a cap on the total amount to be paid for South African imports. MTI has now quietly let the power companies know that this cap no longer applies, but that they should not go wild and embark on a rapid expansion of their South African business.

This will doubtless strengthen South Africa's negotiating position and is expected to result in a closing of the gap between prices for its coal and for those of its main competitors. In most markets this is already taking place and, apart from contracts with the Japanese, South African producers won't alone this year won't price increases across the board.

Further signs that South African coal is becoming more acceptable are shown in the very strong increase in the tonnage it exported last year when total sales almost entirely of steam coal rose by 5.4m tonnes to 49.4m tonnes. Internationally the steam coal trade remains in tonnage terms far from a price, extremely buoyant. Volumes rose by over 1.8m tonnes in 1990 to more than 17.5m tonnes, and further vigorous growth is expected this year and next.

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## Arabica coffee trading starts today

by David Blackwell

IN ARABICA coffee futures contract is being launched on the screen today by the London Futures and Options Exchange (Liffe). At the same time the exchange is changing its current robusta contract from a cash to a futures contract. The P/L contract will trade in parallel for the sterling contract up to and including March next year. Liffe Fox has been planning an

arabica contract for some time, and it now joins several other contracts, including both raw and white sugar, on the exchange's automated trading system, known as Fast. The contract is for European washed arabicas and will be in direct competition with the successful contract traded by open outcry on New York's Cocoa, Sugar and Coffee Exchange.

The launch of the contract and the switch to dollars for robusta trading should give plenty of opportunity for arbitrage trading. One prominent London trader said yesterday the contract was "well structured" and stood a good chance of success in the free market conditions now prevailing in the coffee market. It would be good for both roasters and producers, he said.

Such as the House Agriculture Committee would like to see for the lobby, it is hampered by the 1990 budget act, which strictly limits new spending. Although the committee approved the \$475m increase for the year, \$400m of that will have to be paid for next year.

Where the money will be found to continue the EEP scheme in fiscal 1992 remains to be determined.

## US short of cash for export programme

By Nancy Dunne in Washington

LEGISLATION TO replenish funding for US agricultural export subsidies is heading for the floor of the US House of Representatives. But the US is strapped for cash that exporters will have to wait until the 1992 fiscal year to get from their subsidy cheques.

Like the EC, the US is finding it increasingly difficult to support the costs of an aggressive government-backed agricultural export programme. The squeeze would have hit both even before this year had not been for the higher world grain prices that resulted in the past few years from the US droughts of 1988-89.

Mr Paul Dickerson, general sales manager for the Foreign Agriculture Service, said last week that the US Department of Agriculture had already spent \$364m of the \$450m in funding approved for the Export Enhancement Program for this fiscal year. The average wheat subsidy under the programme has risen to \$42 a tonne, up from \$17 in fiscal

1990.

Without new money for subsidies, wheat sales in the final quarter would be hit hard, he said. The administration requested \$475m in additional funds for the EEP for the current year and \$1.2bn for next year.

One congressman, Mr Dan Glickman of Kansas, wanted to go even further, providing \$500m over the next five years for the programme.

The US farm lobby has not surprisingly been solidly behind calls for an increase.

The US Wheat Associates warned that any failure by Congress to provide the additional funding "would result in reduced pressure on the European Community to adhere to a reasonable agreement in Gatt" (the General Agreement on Tariffs and Trade) and force additional tonnage of wheat into US feed markets, which in turn would further reduce US maize prices.

Livestock and poultry producers are expected to feed 12.3m tonnes of wheat this year, instead of feed grains, a rise from 4.4m tonnes last year.

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The ministry, headed by Mr D. Nevil Lal, who champions the cause of farmers, wants a

higher cotton export quota to ensure better returns to the growers. But this stance does not appear convincing against a background of growing bullishness of the local cotton market.

The two factors responsible for the recent price spurt are the possibility of an imminent downward revision of the crop estimate and changes in market arrivals of new season quality cotton because of pest attacks and unusual rains.

The quality of cotton grown in North India has suffered in

the last season.

The current season has also

witnessed improved inquiries

from the industry following an overall increase in spindle utilisation and production of cloth and yarn.

## Dutch in firing line of EC cuts

Ronald van de Krol continues a series on responses to reform plans



Dutch dairy herds average about 40 cows, twice the EC level

ALTHOUGH THE Netherlands may be small by European standards, its farms are not. This basic fact goes a long way towards explaining why Dutch farmers are so opposed to proposals by Mr Ray MacSharry, the European Community's agriculture commissioner, for swinging the emphasis of Europe's expensive farm support programmes away from large, efficient producers in favour of small farmers.

Since 1980, about two-thirds of our farms have disappeared and been added to the one-third that remains. Now we may be penalised for having successfully carried out this process of restructuring," a spokesman for the Dutch farmers' organisation, the Landbouwerschap, says.

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Dutch farmers say they feel threatened by the several variations of the MacSharry proposals unveiled so far, but they are relatively confident that the ultimate reforms will not be as radical as first thought.

"The main outlines of the changes may stay in place, but even so, the actual measures themselves will probably be less heavy than we feared," according to Mr Klaas Dijkstra, a farmer who works 72 hectares of arable land on a plot in the former Zuider Zee, now called Lake IJssel.

Mr Dijkstra, who helped lead a series of bitter farmer protests against grain price declines in February 1990, says there is little willingness among farmers to stage a repeat of these actions, at least at the moment. Instead, they hope that memories of the blockades and traffic chaos caused by protesting farmers in 1990 will be enough to strengthen Dutch politicians' determination to ward off reforms of the EC's common agricultural policy that run counter to domestic farming interests.

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## LONDON STOCK EXCHANGE

## Heavy trading fuels gains in shares

THE UK stock market outpaced other leading world markets yesterday as its response to the ending of hostilities in the Gulf war strengthened by a flow of favourable trading reports from blue chip UK companies. At best, London was 40 points ahead on the Footsie scale, but the gain was cut by nearly one quarter after Wall Street opened the new session on the downside.

Turnover increased dramatically, as measured by the *FT*-reported total of 841.8m shares, only exceeded in recent times by the 1.09bn shares traded on Oct 8 in the aftermath of Britain's full entry into the European exchange rate system. However, yesterday's volume total was boosted by a double-counted deal involving 55m shares in Sedgwick.

## Sedgwick stake placed

TURNOVER in Sedgwick, the insurance broker, reached 122m shares as Transamerica, the US financial conglomerate, cut its stake in the company from 39 per cent to 25 per cent.

The 55m shares were placed with domestic and foreign institutions at 223p by S.G. Warburg and Morgan Stanley. The brokers had paid 218.4p for the stock.

The original 39 per cent shareholding consisted in part of 'A' shares, having one quarter of an ordinary share's vote, issued to keep Transamerica's voting rights below the 30 per cent threshold at which it would have to launch a bid under UK rules. The tranche of shares placed have full voting rights and Transamerica said it would convert enough restricted voting 'A' shares to keep its voting power above 20 per cent. Sedgwick fell 6 at one point but halved its fall eventually to close at 223p. Analysts continued to trim their profits forecasts in the wake of results released on Monday.

## Glaxo pleases

Glaxo rose spectacularly after the company revealed interim profits 6.4 per cent higher at 251.7m; analysts had expected profits to flat.

The shares were 71 ahead at one stage and finished at a new closing high of 974p for a rise of 68 on the day. Turnover at 5.9m was the heaviest this year.

Analysts said the results were much better than expected, "at least 20m above the highest forecast", according to Mr Martin Hall of UBS Phillips & Drew. He cautioned against too optimistic an interpretation, however, saying that the gains had come from investing its cash pile at high UK interest rates.

Mr Andrew Porte at Nikko warned that SmithKline Beecham's results next week would once again draw attention to Losec, a fast growing Swedish drug which competes with Glaxo and SmithKline's best sellers. This would reoccur on May 13 with figures from Losec's maker, Astra.

Mr Ian White at Kleinwort Benson took a more bullish line, concentrating on good performances from two new Glaxo drugs, Zofran, an anti-emetic, and Serenace, an asthma drug. "Glaxo's future"

| Account Dealing Dates |        |        |
|-----------------------|--------|--------|
| First Dealings:       | Feb 11 | Feb 25 |
| Option Dealings:      | Feb 21 | Mar 7  |
| Last Dealings:        | Mar 8  | Mar 28 |
| Account Day:          | Mar 4  | Mar 18 |
| Mar 4                 | Mar 18 | Apr 8  |

2000-2000 deals may take place from 2000 am two business days earlier.

which as Transamerica Corporation, the UK conglomerate, reduced its equity stake in the British insurance broker from 39 per cent to 25 per cent. The market opened 20 Footsie points higher as the termination of the Gulf war was welcomed in the City of London. As well as removing a major uncertainty from the investment scene, the allied victory against Iraq turned attention to UK building and construction industry shares likely to

benefit from the rebuilding of Kuwait.

The upturn in share prices was quickly spurred by the eagerly-awaited trading report from ICI, with the maintained dividend from Britain's blue chip chemical group warmly welcomed in the stock market. ICI's profits for the year were at the top end of City expectations while Glaxo, the pharmaceutical group also widely-held by institutions, turned in results above analysts' forecasts.

Led by substantial rises in ICI and Glaxo and a lesser gain in Barclays which also announced profits yesterday, the market advanced by 404 to a level of 2,388.4 on the Footsie at mid-morning. The upturn was also fuelled by speculative trading surrounding the expiry of the February FT-SE Index

options contract which has prompted an enquiry by the International Stock Exchange.

The equity market came off the top fairly quickly and was then additionally discouraged by a fall of 10.88 Dow points on Wall Street during London trading hours. At the close, the FT-SE Index stood at 2,360.9, a gain of 329 on the day.

The Footsie closed at its highest level since July 19 last year when the threat of conflict in the Gulf was first unsettling investors. Only a few days earlier in July, the market had recaptured the FT-SE 2,400 mark which some analysts now see as the next hurdle to be cleared if the present bull phase continues.

Traders reported strong two-way trade yesterday as institutions and private investors showed confidence in the

outlook for share prices. Oil shares continued to move ahead as reports of the damage to Kuwaiti oil installations suggested that crude oil prices may benefit from reduced supply. Financial sectors found further support as the profits reporting season at the banks and leading insurance groups continued.

As so often in recent weeks, attempts by institutions to put new cash into equities were hindered by the general shortage of stock, which was also reflected in a high proportion of inter market dealings. But, with interest rate optimism in full spate again after this week's half point cut in UK base rates, and further encouraged yesterday by signs of lower rates in Spain, the London market closed on an optimistic note.

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## Welcome for ICI

The market greeted ICI's much talked of final results by pushing the shares 31 higher to 1027p. Turnover was an above average 5.4m. There had been much talk of the company's dividend being in danger, in spite of analysts' assurances that there were no worries on those grounds for the 1990 figures.

Mr Charles Lambert at Smith New Court said ICI had put in "a confident performance" yesterday and that the accompanying statement was "less negative than some had feared". In addition, the balance sheet looked good and both ICI and analysts looked forward to a recovery in the second half of 1991.

Analysts and traders worked overtime to cope with the flow of results from composite insurers. Royal Insurance firmed 12 to 457p in spite of a cautious reception given to the full year loss of £157m (£156m profit last time) from many analysts. Morgan Stanley rated the stock as sell, saying the company still had a weak balance sheet and there were doubts over whether it would be able to cover its dividend on two to three year view. UBS Phillips & Drew, however, took a "neutral to lukewarm stance and remained a buyer."

The market took another look at General Accident's net asset values, published on Wednesday, and left the stock among the worst performers of the day in the FT-SE 100. It lost 12 to 337p, making a two-day decline of 18. Traders reported some switching from GenAcc to Royal.

Figures from Eagle Star prompted buying of its owner, RAT Industries. Analysts said that after stripping out property losses, Eagle Star looked better than other composites. RAT climbed 18 to 676p.

Full year profits from Barclays, up almost 10 per cent at 2780m, pushed the shares 17 higher to 417p. Other clearers rose in sympathy with the exception of Lloyd's, 4 lower at 386p. Lloyd's, unlike its rivals, went ex-dividend on Monday and is thus less attractive to Royal.

The rush of interest was good news for the whole sector, and other companies gained on the back of the announcement. McAlpine picked up 21 to 282p, Mowlem rose 13 to 327p and Trafalgar House was up 12 to 223p. All three companies were among those selected.

The best performer was

Higgs & Hill, the housebuilding and construction group, which soared 43 to 363p on low volume. John Laing rose 28 to 335p and Costain was up 12 to 223p. All three companies were among those selected.

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## LONDON SHARE SERVICE

## BANKS, HP &amp; LEASING

## BUILDING, TIMBER, ROADS

Contd

|     | Stock        | Prize | St | Div   | Cv  | Yield | P/E  |
|-----|--------------|-------|----|-------|-----|-------|------|
| 100 | ABN Amro Plc | 125   | 1  | 0.28% | 5.3 | 5.3   | 12.5 |
| 101 | ABNZ SA      | 142   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 102 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 103 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 104 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 105 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 106 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 107 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 108 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 109 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 110 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 111 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 112 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 113 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 114 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 115 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 116 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 117 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 118 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 119 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 120 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 121 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 122 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 123 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 124 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 125 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 126 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 127 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 128 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 129 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 130 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 131 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 132 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 133 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 134 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 135 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 136 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 137 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 138 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 139 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 140 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 141 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 142 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 143 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 144 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 145 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 146 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 147 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 148 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 149 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 150 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 151 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 152 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 153 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 154 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 155 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 156 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 157 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 158 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 159 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 160 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
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| 164 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 165 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 166 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 167 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 168 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 169 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 170 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 171 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 172 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
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| 174 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
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| 177 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
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| 196 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 197 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 198 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 199 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 200 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 201 | ABN Amro Plc | 125   | 1  | 0.28% | 2.1 | 9.0   | 5.3  |
| 202 | ABN Amro Plc | 125   | 1  | 0.28% | 2   |       |      |





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FT Cityline CD-ROM, call the FT Cityline help desk on 071-925-2128

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## CURRENCIES, MONEY AND CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar and pound firm

**THE DOLLAR** was firm, and sterling improved against several of its partners in the European Monetary System, helped by a successful conclusion to the Gulf war.

An allied victory contributed to the dollar's climb to a high of DM1.5285, but it made no attack on resistance against the D-Mark at DM1.5300. On the other hand the US currency finished in London at a resistance level of Y133.00 in terms of the yen, after touching a peak of Y133.15.

Figures of US personal income and consumption were weaker than expected, but had no impact. The dollar was boosted by a rise in the Chicago area purchasing index, ahead of today's data from the General Association of Purchasing Managers.

At the London close the dollar had improved to DM1.5285 from DM1.5210 to Y133.00 from Y253.50; to Y254.00 from FF79.9200; and to SF2.5225 from SF2.5225. Its index was unchanged throughout at 93.8.

As expected, yields fell 50 points to 1.9% against the strong dollar and rose to DM2.0175 from DM3.9150; to Y254.00 from Y253.50; to FF79.9200 from FF79.9200; and to SF2.5225 from SF2.5225. Its index was unchanged throughout at 93.8.

At the London close of yesterday's tender in Madrid of Spanish Treasury paper. This helped keep the peseta within

lower interest rates elsewhere in Europe.

It is hoped that this coupled with falling UK inflation will protect the real level of UK rates and London's interest rate advantage.

Mr David Mellor, chief secretary to the UK Treasury, said that interest rates will not be lowered again until sterling's position in the EMS exchange rate mechanism allows. The pound was slightly above the lowest placed French franc in the EMS yesterday.

At the Paris fixing the Bank of Italy bought Ecu150m to dampen the recent upward trend of the lira. The D-Mark was fixed higher at L747.78 against L747.02 previously.

The D-Mark was firmer against the Japanese yen, after a period of gradual decline. The German currency fell through support at Y87.00 on Wednesday, prompting speculation that it will decline to Y86.00, but at yesterday's London close it had rallied to Y87.10.

Sterling fell 50 points to 1.9% against the strong dollar and rose to DM2.0175 from DM3.9150; to Y254.00 from Y253.50; to FF79.9200 from FF79.9200; and to SF2.5225 from SF2.5225. Its index was unchanged throughout at 93.8.

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Estimated volume total: Cals 233 Pds 3700

Previous day's open int: Cals 2427 Pds 2500

Estimated volume total: Cals 230 Pds 246

Previous day's open int: Cals 2508 Pds 2621

Estimated volume total: Cals 230 Pds 0

Previous day's open int: Cals 7532 Pds 6175

Estimated volume total: Cals 233 Pds 3620

Previous day's open int: Cals 3429 Pds 41320

Estimated volume total: Cals 230 Pds 0

Previous day's open int: Cals 7532 Pds 6175

Estimated volume total: Cals 233 Pds 3620

Previous day's open int: Cals 3429 Pds 41320

Estimated volume total: Cals 230 Pds 0

Previous day's open int: Cals 7532 Pds 6175

Estimated volume total: Cals 233 Pds 3620

Previous day's open int: Cals 3429 Pds 41320

Estimated volume total: Cals 230 Pds 0

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Previous day's open int: Cals 3429 Pds 41320

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Previous day's open int: Cals 3429 Pds 41320

Estimated volume total: Cals 230 Pds 0

Previous day's open int: Cals 7532 Pds 6175

## **WORLD STOCK MARKETS**

11:15 a.m. prices, February 26

**NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

## NYSE COMPOSITE PRICES

| Stock                               | Div. | PY   | Div. Yld. | Op.    | High | Low | Close | Chg. | Stock              | Div. | PY   | Div. Yld. | Op. | High | Low | Close | Chg.              | Stock | Div. | PY     | Div. Yld. | Op. | High | Low | Close | Chg. |
|-------------------------------------|------|------|-----------|--------|------|-----|-------|------|--------------------|------|------|-----------|-----|------|-----|-------|-------------------|-------|------|--------|-----------|-----|------|-----|-------|------|
| <b>Continued from previous page</b> |      |      |           |        |      |     |       |      |                    |      |      |           |     |      |     |       |                   |       |      |        |           |     |      |     |       |      |
| 17 114 Quaker                       |      | 0.48 | 0.02      | 81103  | 164  | 152 | 164   | +1   | 365 365 Stanley/Wk | 1.20 | 0.03 | 14 273    | 35  | 365  | 365 | +1    | 16 145 Unichem/Py | 1.24  | 0.08 | 40 113 | 155       | 155 | 155  | 155 |       |      |
| 17 115 Quaker Co                    |      | 0.48 | 0.02      | 222054 | 175  | 175 | 175   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 146 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 17 116 Quaker P                     |      | 0.48 | 0.02      | 271    | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 147 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 17 117 Quaker P                     |      | 0.48 | 0.02      | 12     | 15   | 15  | 15    |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 148 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 10 100 Quaker W                     |      | 0.48 | 0.02      | 12     | 15   | 15  | 15    |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 149 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 17 118 RAC Indu                     |      | 0.42 | 0.04      | 7      | 269  | 269 | 269   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 150 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 9 RAC Corp                       |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 151 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 11 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 152 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 12 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 153 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 13 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 154 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 14 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 155 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 15 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 156 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 16 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 157 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 17 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 158 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 18 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 159 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 19 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 160 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 20 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 161 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 21 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 162 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 22 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 163 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 23 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 164 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 24 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 165 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 25 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 166 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 26 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 167 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 27 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 168 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 28 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 169 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 29 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 170 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 30 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 171 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 31 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 172 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 32 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 173 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 33 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 174 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 34 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   | 0.60 | 0.02 | 0 0       | 0   | 245  | 245 |       | 16 175 Unimedical | 2.00  | 0.02 | 22 165 | 515       | 515 | 515  | 515 |       |      |
| 16 35 RAC Corp                      |      | 0.44 | 0.03      | 7      | 211  | 211 | 211   |      | 245 245 Starrett   |      |      |           |     |      |     |       |                   |       |      |        |           |     |      |     |       |      |



## RECRUITMENT

**JOBS: "Don't we expect above average performance?" Top pay, motivation and all that**

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*"A framework for compensation grows out of what the partners in a corporation believe to be its purpose. A corporation is a voluntary association of people, primarily employees and stockholders, but also customers and suppliers, who share a common, long-term interest in the success of the firm. People enter into this association because they believe they can be more productive and successful working together toward common goals than working alone. When such partners are motivated, they seek short-term gratification, but rather, guided by reason, they look for an integrated plan for long-term success and happiness. The interests of the employee and the company coincide, since the individual's long-term career goals can be achieved best when the business is strong and healthy."*

**I**t is a rarity these days to see applied to executive remuneration. But Ray Stata, chairman and chief executive officer of Analog Devices, a semi-conductor company, just might be giving vent to an ripe for a riposte.

The extremes of the 1980s have not only left a bad taste in the mouths of the general public, but investors and political leaders as well. The current mood is remini-

## How not to reward the chief executive

cent of that 50 years ago when President Franklin Roosevelt's administration to require companies in the US to make more information public about remuneration.

But today, if anything, the constituency questioning the way in

which top company executives are paid is growing in size and influence. Indeed, in the UK at least, companies are busily recruiting non-executive directors to sit on their remuneration committee to give a semblance of objectivity to the pay determination process.

The quotation from Stata comes from an essay he contributed to a book published last month by the Harvard Business School Press. More of Stata later, some of the other essays in the book make equally provocative reading and highlight, to this reader at least, some of the knotty problems surrounding executive pay.

Arch Paton, a former McKinsey & Company partner, provides a thoughtful analysis of the upwards

pressures on executive pay in the 1980s. In his view, and his argument is compelling, that after inflation the compensation survey may

well be the most important ingredient in boosting executive pay.

"For example," he writes, "when a survey reports a functional job in a \$150,000 to \$250,000 salary range, with many exceptions, the \$200,000 mark is likely to be the range set down in the mind of the survey user ('don't we expect above average performance?'). This view almost automatically increases the pay of many executives. Furthermore, the survey uses job title as the measure of value, whereas the responsibilities of the position are the real yardstick."

But to Paton's mind the ubiquitous pay survey, while No 1 in his chamber of horrors, is just the beginning. He finds the "top down" approach to executive compensation inappropriate to today's world. It leads to pay inflation and a widening in the pay differential between the shop floor and the board room.

If US companies had adopted the Japanese system of pay – where the pay structure of a company is built from the bottom up – then top pay inflation would have been under better control and the

gap between the lowest and highest paid narrower.

The upwards pressure on executive pay has also been influenced by pay consultants. Here the problem is that the pay consultant, over time, may come to regard the executive as more than the company has in his client; the consultant may also be under pressure to satisfy the client's desire especially where other consultancy may be at stake.

Paton makes the valid point

that most chief executives are administrators. They are responsible for managing a company whose products and markets earlier executives had developed; moreover, most hold the helm for a few years.

"The disinterested observer can hardly be blamed for believing that a problem exists and that the board of directors is the crux of the problem. Too many directors appear to act as part of top management rather than as monitors capable of and willing to reward and penalise management's performance in furthering company interests."

Paton raises some important questions for top managers, especially directors, but what of pay

itself, does it lead to better corporate performance and does it really motivate? In his introduction to the book, Fred Foulkes, relates a stock tale of the 1920s.

A new manager is brought in to become the head of a power company. He sets out to recruit a fresh team of executives and pays them a lot of money. Profits rise, the shareholders are happy; the executives are well remunerated.

The problem here is one of cause and effect. Did the father pay packets lead to better corporate performance, or was it a function of having a new team at the helm?

Foulkes can not answer those questions with certainty (and neither can this reviewer) and any pay consultant who claims that he or she can is probably telling a lie.

After an exhaustive review of the evidence concerning pay and performance, George Milkovich and Bonnie Rubin can find associations between pay and performance but no firm conclusion. The data they surveyed "do not allow us to say that executive pay levels determine corporate performance... Companies can enrich their owners. To Stata's mind, employees, customers and

suppliers also matter.

Stata says there are two ways to evaluate an employee's contribution to a company: one is to focus on the value of the position filled;

the other, is to focus on the value of the employee's personal contribution. At Analog they try to do the latter; they also try to give as much weight to how tasks are achieved as to what results are achieved.

Analog believes in variable pay at all levels based on total company performance. Individual performance is rewarded through promotion and, depending on the level of the executive, stock options.

Stata claims that variable pay fosters alignment of individual and organisational goals and it acts as a cushion in poor times. During the down turn in the semi-conductor industry in 1986-87 Analog stopped paying bonuses for six quarters. That saved the company 8.2 per cent of its payroll which, if it made by job cuts would have meant 267 redundancies. Given the current economic climate, it seems like a good idea.

*Executive Compensation: A Strategic Guide for the 1990s*, edited by Fred Foulkes, HBR Press, pp. 528, £75.

Simon Holberton

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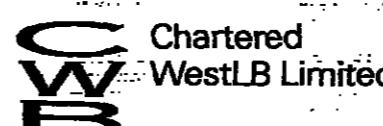
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# Chief Executive

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You will initially be appointed as Head of Pensions Branch and as Chief Executive designate of the Agency. As Chief Executive, you will be responsible to the Secretary of State for Education and Science for the administration of the teachers' superannuation scheme, which has a current membership of around 550,000.

You will take responsibility for the preparation and introduction of a new administrative system supported by the latest information technology, and you will play a key role in the preparation of the future Agency's policy, management and resource framework. Transition to Agency status will involve you in the management of complex organisational change. Once the Agency is established, you will be responsible for its day-to-day management, providing policy advice as required. You will be appointed by the Secretary of State and be accountable to him for the Agency's performance against public and challenging targets.

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For further details and an application form (to be returned by 15 March 1991) write to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours), or fax (0256) 846565 (24 hours).

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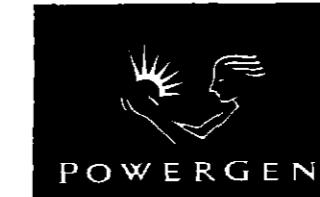
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IFM ASSET MANAGEMENT LIMITED

EQUITY & FIXED INCOME TRADING - HONG KONG

IFM Asset Management is an independent investment manager active in the major financial markets. The firm invests in equity, fixed income, and foreign exchange markets worldwide managing portfolios for its own account and a number of co-investment partnerships. Total funds directly managed within IFM and its affiliates exceed US\$250 million. In order to exploit these opportunities more effectively, the firm wishes to recruit a suitably qualified professional to assist in the development of investment strategies in its Hong Kong operation. The successful candidates will have a proven record as an investment manager or trader in an established investment firm and will be conversant with current financial techniques particularly relating to derivative instruments. Although the position is based in Hong Kong, it will require some travel in the region and to the United Kingdom. Applicants with relevant experience in Far Eastern securities markets would be of particular interest, as would those with a proven degree of quantitative and computer related skills.

The position offers an attractive remuneration package. Applicants should write, enclosing a CV and supporting evidence of their suitability, to:

Mr. Richard Atkinson  
IFM Asset Management Limited  
1 Finsbury Avenue  
London EC2M 2PA  
UNITED KINGDOM

Mr. Peter Urry  
IFM Asia Limited  
280 Green Eagle Centre  
Harbour Road, Wanchai  
HONG KONG

### Tax specialist

GREAT BRITAIN

Excellent package

THE COMPANY: A major subsidiary (f/o £ 600 M) of one of the world's leading international service companies.

THE POSITION: Reporting to the Regional Tax Manager, with particular responsibility for all fiscal matters relating to France, you will also be exposed to other international tax regimes and involved in strategic tax planning.

THE CANDIDATE: A graduate with 3 to 5 years tax experience, you are familiar with French corporate tax and wish to expand this knowledge within an extremely international environment. For a young, mobile candidate, excellent career opportunities exist both inside and outside the tax function.

Please contact Charles SIMON-THOMAS in Paris on (33.1) 42-89-09-17 or send a detailed application (CV, letter and photo), quoting reference 1206STP to NORMAN PARSONS - 12, rue de Pontbriand - 75008 PARIS - FRANCE.

**Norman Parsons**  
TAX AND LEGAL

1000 1000 1000

Majedie  
Investments plc

## Senior Investment Manager

c. £40,000

Majedie Investments plc is a quoted Investment Trust, with gross assets of about £80m. It is based in the City from where its portfolio, which is invested globally, is managed. It has now decided to add to its small management team, as Senior Investment Manager, an experienced professional, probably aged around 30.

Working very closely with the Main Board Director responsible for all investment management, you will be involved in every aspect of strategy, research, asset allocation, stock selection, execution, and review, and

will sit on the Investment Committee. You must have relevant, broadly-based investment management experience, gained with a merchant bank, fund management group, investment trust, or broker. A degree and relevant qualification would be advantageous.

Interested candidates should write in total confidence to Peter Wilson FCA, at Management Appointments Limited, (Executive Search and Selection Consultants) Finland House, 56 Haymarket, London SW1Y 4RN. Telephone: 071-930 6314. Fax: 071-930 9539.

**MAL**  
Management Appointments  
Limited  
LONDON • PARIS • MILAN • NEW YORK

G O T O

# JAPAN

### An introduction to Japanese Business, Language and Culture

The export opportunities from Europe to Japan are immense. Yet to exploit them fully Europeans need to understand much more about Japanese business, language and culture.

To this end, the European Commission has developed and largely financed the Executive Training Programme. Now in its 12th year, this programme gives European managers the opportunity to study and work in Japan for 18 months.

The first 12 months are spent in intensive language training accompanied by a comprehensive series of seminars, company visits and lectures on aspects of the Japanese business world. These continue throughout the following 6 months, which are spent working with a Japanese company.

Participants bring considerable competitive advantage to their employers through their understanding of the Japanese culture and language. They also have the opportunity to build useful contacts with Japanese businesses during their time on the training programme.

Participants must be full-time employees of organisations actively exporting products or services to Japan, or ready to expand their business there. Their employers must share a commitment to the programme and develop a business strategy with the participant, capitalising on the valuable knowledge gained throughout the 18-month programme.

Aged between 28 and 35, participants will be educated to university level, with at least 2 years' experience with an EC-based company.

We welcome applications from both individuals and companies who have an interest in the Japanese market. If you would like to know more, please send for an information pack.

Contact Andrew Dickson, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR. Tel: 071-730 9000. Fax: 071-333 5050.

### Executive Training in Japan

### The Commission of the European Communities

### OPPORTUNITIES IN FINANCIAL MANAGEMENT

These are opportunities to work in a very different way within a flexible, accountable management structure. Equal opportunities will also be emphasised and it is hoped that many different ways of working will be examined to benefit both our employees and the Council. An active training programme is also being developed. If you wish to talk about particular jobs please contact the named person at the end of each paragraph, telephone (0484) 422133.

It is our intention as a Council to try and remove obstacles that may prevent people choosing to apply to work with us. We will attempt to make any way of working work and already have, for example, a job share scheme and our general conditions of employment compare favourably and are being improved.

Did you also know that Kirklees is a very pleasant place to live and work?

**Kirklees**

### Group Finance Manager

#### ENVIRONMENT AND DEVELOPMENT

Post Ref: F4

Grade PO10/11 (£26,289-£28,635)

You will be responsible to the Head of Resources for the provision of a specialist professional support service in the functional area of finance, to ensure the efficiency, effectiveness and probity of financial procedures within the Group and to provide analysis and advice to the Head of Resources as required. Preferably applicants will have knowledge of, and skills in, income generation and be able to take a wide and forward-looking view of financial issues.

You will be required to work with Heads of Service in the Group in controlling and developing the Environment and Development Services' capital and revenue budgets, including the implementation of financial/business planning and budgetary control in accordance with the Council's Standing and Financial Orders.

Contact: Lynn Darwin (extension 3353).

### Senior Audit Manager

#### CENTRAL FINANCE

Post Ref: F8

Grade PO9 (£25,368-£26,748)

The key responsibility will be to lead the Audit function which carries out, on behalf of management, an objective and continuous appraisal of accounting, financial and other operations of all Services provided by the Authority.

You will be required to manage and direct, to an agreed audit plan, a group engaged on the continuous audit of a defined range of services.

Contact: Dick Hewitson (extension 3541).

Applications are particularly welcomed from women, disabled people and black and ethnic minority people who are currently under-represented at this level within the Council workforce.

Application forms and further information are available from and returnable to the Central Personnel Unit, Kirklees Metropolitan Council, Pend Assurance House, John Williams Street, HUDDERSFIELD, HD1 1BA, telephone (0484) 422133, ext. 3104/3105. The closing date for receipt of completed applications is 18th March 1991.

## SCOTLAND

### Operations Director Back office systems c£45k + bonus + car, etc

Efficiency, good relationships and technical expertise has in the past been enough to allow small firms to prosper in stockbroking. However, with the ongoing changes in the financial services industry especially the introduction of TAURUS and rolling settlements in 1992, the entire industry will be faced with massive changes and product diversification.

Our client is gearing up for that now and wishes to recruit, at Executive Group level, an Operations Director capable of managing and creating synergy in the entire admin and back office operations, thus ensuring staff and systems provide a proactive contribution and market advantage.

Established and well respected, the company is part

of one of the UK's major financial services conglomerates with plans for even further expansion. They are quite determined to use the group's product portfolio to become one of the dominant UK players in their markets.

They seek a senior business manager aged at least 35 whose career clearly demonstrates success in the management of change in the back office of large scale systems-led and fast-moving areas of financial services such as broking or dealing. Probably a graduate CA or Secretary, you will see this as an opportunity to join the executive group in a dynamic, well funded and aggressive financial services organisation determined to be among the top players in the sector.

To apply in confidence, send a detailed CV stating salary requirements to Douglas Kinnaird CA, quoting Ref: 5006/FT, PA Consulting Group, Number Two Blythswood Square, Glasgow G2 4AD.

**PA** Consulting Group  
Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

### ASSISTANT DIRECTOR FINANCIAL ENGINEERING - STRUCTURED FINANCE £40 - £45,000 + substantial performance bonus

A major international bank is currently developing a substantial structured financing capability and wishes to appoint a financial engineer in a risk management role.

Working closely with both the treasury and the structured finance teams, this individual will create swap and derivative based structures, and will assist in marketing such transactions to the bank's clients. Development of a personal client base may be encouraged.

It is essential that applicants have substantial experience in financial engineering, ideally within a structured financing and/or treasury environment. Specifically, we seek experience in cash-flow and spread-sheet modelling and the ability to take and convert qualitative descriptions into computer models for pricing and risk assessment. Familiarity with the various 'vanilla' instruments and extensive technical knowledge is assumed. Coupled with this, the successful applicant will have well developed communication and interpersonal skills and will be able to deliver against agreed plans.

This is an excellent career opportunity, and in addition to the salary and bonus level indicated, full banking benefits are also offered.

Please contact Nigel Haworth for further details.

### JONATHAN WREN EXECUTIVE

Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP  
Tel. 071-623 1266 Fax: 071-626 5259

## Investment Manager

### Far East Equities - Unit Trusts

£40,000-£50,000 + attractive benefits

Our client, the well established and successful investment management arm of a progressive UK merchant bank, wishes to strengthen its fund management team by the recruitment of an additional London-based Far East Unit Trust Manager. The person appointed will be given specialist responsibility for the management of the firm's Japanese and other Far East Equity unit trust portfolios.

Candidates will have gained several years' unit trust management experience in both Japanese and other Pacific Basin markets and must be

able to demonstrate a proven track record of achievement with a reputable investment institution.

The Company enjoys an excellent reputation as a responsible employer and offers a competitive remuneration package which includes a car, mortgage subsidy and bonus. To apply, please write, enclosing a CV, to: LMR Recruitment Consultants, 1 Northumberland Avenue, Trafalgar Square, London WC2N 5EW. All applications will be handled promptly and in strict confidence.

**I M R**

INVESTMENT MANAGEMENT RESOURCES

### A XEROX FINANCIAL SERVICES COMPANY

MCM supplies screen based financial information to some 1400 Currency and Fixed Income dealing operations worldwide, principally through the Telerate network. We are seeking a Junior Foreign Exchange Analyst and a Junior Technical Analyst to join our London based team.

#### JUNIOR FOREIGN EXCHANGE ANALYST

He or she will ideally have:

- A degree in Economics or Finance
- Some experience in a trading environment or financial institution
- Effective oral and written communication skills
- A high degree of team spirit

#### JUNIOR TECHNICAL ANALYST

The ideal candidate will have experience of the Foreign Exchange and/or the International Bond markets, and should exhibit the potential to understand technical analysis. The position would thus suit someone who has worked in a bank dealing room or who has a mathematical/statistics background. Clearly, the candidate should have good written and oral communication skills.

The right candidates will have an opportunity to rapidly develop responsibility in a team of analysts who have an excellent reputation in the market place. In the first instance, please forward your CV to:

Malcolm Cook  
McCarthy, Crisanti & Maffei Inc  
7 Holyrood Street, London SE1 2EL  
Tel: 071 378 7273 Fax: 071 357 7959

**MCM**

## FOREIGN EXCHANGE DEALER

A small but active international bank is looking to recruit a foreign exchange dealer to supplement its existing team.

The ideal applicant will have a minimum of two years' experience in the London Foreign Exchange Market and will be under the age of thirty.

Salary is negotiable according to experience and the usual fringe benefits will apply.

Please submit your CV in confidence.

Write Box A390, Financial Times,  
One Southwark Bridge, London SE1 9HL

## ACCOUNTANCY COLUMN

David Waller congratulates his brother on becoming a chartered accountant

## Partners may start being polite to you

Dear Rob,  
I hope you don't think it is impersonal that I'm trying to contact you via the pages of this newspaper. It's just that I haven't been able to get hold of you since you - and thousands of other anxious accountancy students - heard your final exam results last Friday. I checked the list of newly qualified chartered accountants in today's paper and your name is there: well done!

Nearly three years of hard slog are over. True, you've got to get through the tail-end of the busy audit season, but it'll be much more bearable knowing that you won't have to spend your evenings slaving over the study-papers. And you'll notice a big difference in the attitude of the partners and managers. They'll probably start being polite to you for the first time ever. No more asking you to go and get the sandwiches: if you're lucky they'll soon be pleading with you to stay on.

An element of luck does enter into the equation this year. Rob, I know what the firm told you when they plied you with wine and canapés at that long-distant recruitment fair: all you have to do is qualify, and the world is your oyster. You were probably told that you could work in the office of your choice - even in the country of your choice - as a tax consultant, a human resources consultant or an information technology

consultant. You probably left with the distinct impression that, having qualified as a chartered accountant, you'd find someone to pay you a huge sum to stop being an accountant. Your natural charm, wit and sensitivity would guarantee you a job in general management, merchant banking or venture capital.

A brotherly word of warning. This is not a particularly good year in which to have won your spurs as an associate member of the Institute of Chartered Accountants. You might

not have noticed when you were on your revision course, but the country is in recession. This is beginning to catch up with the accountancy firms, those who were so buoyant when they reached their current size only the last ten years of Thatcher-inspired economic growth. Suddenly that growth has gone. Have a closer look at the partners' faces. Whenever I pay a visit to the firms' big new London offices, I note how gaunt and worried people are looking. The air of smug prosperity has vanished. It could easily be replaced by outright panic when the busy season is over. There'll be nothing for all those accountants to do, other than help bury increasing numbers of insolvent clients.

The recession has hit the financial services sector hard. Merchant banks just aren't recruiting in the same numbers that they used to: there aren't any takeovers. Nor are the venture capitalists; they're making people

redundant. Forget stockbroking. The corporate sector isn't much better. Big companies are feeling the pinch, too, and have cut back on the numbers of newly qualified accountants they're prepared to employ to do that glamorous corporate development work that I've heard you talk about. There is apparently quite a lot of demand for internal auditors, but you may feel that this is

told me that your chances of getting a "line" job in industry - as a financial controller or a management accountant - could be better if you had qualified not as a chartered accountant but as a cost and management accountant. The letters CIMA (for Chartered Institute of Cost and Management Accountants) after your name might not be as up-market as ACA but they might get you a better job, in today's climate at least. But it's not worth your while dwelling on that.

I mentioned that the firms are not in the best of health. Things aren't so bad that that they're about to go bust, as some have done in the US. But there is no special work and consultant is in the doldrums. All the interesting work which might have motivated you and your peers to stay in the profession has evaporated.

The message coming back from the firms is that in spite of this less exciting outlook, people aren't leaving in the numbers that they used to, either because they can't find the jobs they want to do or because they don't bother looking, content to stay in the relatively safe haven of an accountancy firm.

The difficulty for the firms used to be to hang on to enough staff to keep the audit machine working and ensure a stock of future partner material. For the first time in a decade, the situation is the reverse: people just won't leave. The firms are, as it were, overstocked. Only one firm, Ernst &

Young, has taken the entirely sensible business decision of making a few dozen people redundant. I know for sure that others are going about the same thing in a thoroughly underhand way. They want to get rid of people, but don't face the public-relations problems of doing it all in one go. Instead, they are exerting pressure by not promoting people, holding salaries down - generally making life unbearable for those the firms want to leave.

One consultant told me that the very best candidates will have no difficulty in finding the job of their choice. The very best will be mollycoddled by the firms, given what little interesting work there is left to do. But you have to know what it is you want to do. I hope you are not one of those who drifted into accountancy because you wanted to defer a difficult decision about your future. I don't think the experience you get as an articled clerk expands your horizons. You end up qualified and just as undecided as you were before. The only choice you face is a choice of different accounting jobs.

If I were you I'd learn Czech or Hungarian. Eastern Europe is likely to be one place where newly qualified accountants are valued this year - so long as they speak the language. Meanwhile, please get in touch when you recover from what's bound to be a monumental hangover.

All the best, David.

All the interesting work which might have motivated you and your peers to stay in the profession has evaporated

even worse that being an external auditor. So what can you possibly do?

I had a word with a few recruitment consultants. Apart from telling me what a wonderful career you'd have in internal audit, the message was reasonably bleak. Worse in London and the south-east than anywhere else, better in the Midlands and the North.

"People just aren't interested in investing in potential," said one consultant. "Proven experience is what they are after." Another consultant

## ACCOUNTANCY APPOINTMENTS

## Group Taxation Manager

A multi-million pound UK group is experiencing significant and dynamic change, including the formation of a new senior management team. Arising from this restructuring and re-vitalising process is the need to appoint a senior taxation professional.

With effective tax planning as a core component of the job, the Group Taxation Manager will manage and develop a small team in all elements of group tax accounting, VAT and payroll tax provision. In the medium term the focus of the role will shift to the management of tax strategy, especially in the context of property transactions, acquisitions, disposals and corporate restructuring.

As the appointee will be the most senior taxation specialist in the group, candidates must be graduate ACAs who offer relevant taxation experience which has been gained either within a major firm of chartered accountants at a senior level or in commerce. The preferred age range is 30-35.

ERNST & YOUNG

Since the role offers the challenging prospect of joining a management team in its formative phase of development, career development prospects are first class. The remuneration package includes a generous performance related bonus scheme and, as appropriate, a relocation package.

To be considered for this important position please send your curriculum vitae to Nicolas Mabin, Ernst & Young Corporate Resources, One Bridewell Street, Bristol BS1 2AA, quoting ref: NM310. (Initial interviews can be held in Bristol or London.)

## SENIOR TAX ADVISOR

South West of London

To £45,000 plus car and benefits

Our client is the British subsidiary of a worldwide, integrated hydrocarbons based company. It has been active since the search for oil and gas began on the UK Continental Shelf more than twenty years ago, carrying out an aggressive exploration programme and a production strategy encompassing both operated and non-operated field interests.

As a Senior Tax Advisor, you will provide top management with high level UK tax planning and advice in respect of a number of areas including P.R.T., acquisitions

and divestitures, unitisation and re-determination of field interests.

A minimum of five years' experience is required. It is a role which will enable you to broaden your commercial exposure and allow you to maximise opportunities for career and personal development.

For further information, please contact Vivien Bass on 0483 740810 or write to her enclosing a C.V. at Templeton Pijnacker, Helford House, Hook Heath Road, Woking, Surrey GU22 0QE. Fax no: 0483 770729.

TEMPLETON PIJNACKER

EXECUTIVE SEARCH & SELECTION

## College Secretary/Head of Finance

Aberdeen £30,000

Robert Gordon's College is one of the leading independent schools in Scotland with a total of over 1,100 pupils in the Junior and Senior schools. Currently embarking on a significant development programme to take the College into the 21st century, it now seeks a strongly financial and business orientated College Secretary.

Working closely with the Headmaster and Board of Governors in this new post you will have responsibility for all financial and administrative matters relating to the College's activities. You will also act as Secretary to the Board of Governors.

Aged in your late 30s to early 50s and probably a qualified accountant, you must have extensive experience of managing a finance function and you will be strongly commercial. Sympathetic to independent education, you should be forceful, yet diplomatic, and must be a good communicator.

Please send full personal and career details, including daytime telephone number, in confidence to Terence Smith, as advisor to the College, of Coopers & Lybrand Deloitte Executive Resourcing Ltd, 32 Albyn Place, Aberdeen AB1 7YL, quoting reference S202 on both envelope and letter.

## ASSISTANT CONTROLLER - COST

### Surrey

With the emphasis focused clearly on quality, this hi-technology manufacturing organisation has enjoyed a decade of continued growth and profitability. Forming part of a major US multinational Group their market penetration covers Europe, the Eastern Bloc, Africa and the Middle East. Current turnover exceeds £500m and they employ over 6000 staff.

Expansion of their various operating units has created the need to appoint a first class Accountant to assist the European Controller.

The role will involve all areas of product cost analysis, pricing policies, systems implementation and financial control. Extensive contact with senior management throughout their operating units will be a main feature of the position.

The successful applicant will have a formal accounting qualification and/or

£40,000 + car + benefits

business administration degree and will have first class experience of directing and running a cost accounting function.

Exceptional analytical and communicative skills are vital. Considerable travel is envisaged. Strong preference will be given to candidates who have a second language (especially Spanish).

Long term career opportunities exist group wide and will be limited only by personal ability. Age will not be a limiting factor in this appointment as relevant experience and the ability to meet the various standards that have been set are more important.

Interested applicants should telephone Simon Hewitt on 071-437 0464 (fax 071-437 0597) or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS  
Queens House 1, Leicester Place, London WC2H 7BP  
Telephone: 071-437 0464 Fax: 071-437 0597

MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY

## COMPANY SECRETARY

Negotiable around £35-£38,000 + Car + Bens

Our client is a well established Plc engaged in multi-site distribution throughout the country. Turnover is currently c£65 million.

They wish to recruit a Company Secretary to report directly to the Main Board. Responsibilities will be for the broadest range of statutory, personnel, property and administration matters associated with a listed company of this size.

Applicants should be aged 35-45, possess a relevant professional qualification and have a proven track record in a similar function with a Plc, together with all round commercial knowledge.

Of equal importance are strong interpersonal skills and computer literacy.

In addition to a competitive salary the remuneration package includes Executive Car, Non-Contributory Pension, Private Medical Scheme and Profit Share Incentive Scheme.

Interested applicants should write enclosing a CV together with current salary details and daytime phone number to ALLAN MARKS at MARKS SATTIN LTD, Bewley House, 2 Swallow Place, London W1R 7AA.

Quote Reference: AM/689.

ESSEX/LONDON BORDER

MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY

### career stepping stones

## COMPUTER AUDIT

c£30,000  
+ finance sector benefits

Our client is one of the world's largest and most prestigious financial services groups. Increasing autonomy of its substantial and continually growing operating divisions and their varied IT requirements create exceptional challenges and career development opportunities for young accountants.

As an entrée to the group, you will join a small high profile London based team undertaking incisive analysis and appraisal of financial and operational controls and risks. These 'hands on' projects will include investigations at the behest of the Chief Executive and, covering all aspects of the group's extensive businesses, will enable you to play a pro-active role in shaping the group's future. They will provide unrivalled experience and scope to enhance and demonstrate analytical and reporting skills.

Well proven career stepping stones, these are ideal first moves from the profession. Applicants should be qualified accountants with specialist computer audit experience and the potential to progress either within this team or into financial or systems management roles within the group.

Please write, enclosing a full career/salary history and daytime telephone number, to David Tod BSc FCA quoting reference D/964/F.

MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY RECRUITMENT MARKS SATTIN ACCOUNTANCY

## Financial Analyst



C. London

WARNER MUSIC  
INTERNATIONAL

c£30,000

WARNER MUSIC INTERNATIONAL, with a turnover approaching \$1.5 billion, operates through over 30 affiliates with major markets in Europe, Australasia, and the Far East. A sample selection of artists recording under various company labels includes Madonna, Phil Collins, Prince and Chris Rea.

You would join a small, highly skilled department whose role is to provide a comprehensive Financial Service to senior management, and guidance and support to subsidiaries. You would be responsible for your own particular geographical group of subsidiaries with whom you would be expected to build a strong working relationship in making financial disciplines a constructive business tool. Your role will include performance monitoring, results interpretation, budget preparation, forecasting and consolidations, together with ad hoc investigations and projects.

This is an appointment with a very high profile international organisation that should be attractive to qualified accountants in their mid 20's who are keen to acquire the kind of experience that will equip them for future senior management careers. Your experience to date may have been gained either within the profession or in an analytically based role in a company. The selection process will concentrate on identifying those who combine strong technical ability with a set of personal qualities that must include self motivation, initiative and creativity in problem solving.

My client offers a comprehensive range of competitive employment conditions and in addition to salary there is an attractive bonus scheme.

Applicants of either sex should apply in confidence, to Michael Johnson on (0962) 844242 (24-hour service) Fax No. (0962) 841998 or write to Johnson Wilson & Partners Ltd, Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref: 218J.

Johnson Wilson & Partners  
Management Recruitment Consultants

## GROUP FINANCE DIRECTOR

BASINGSTOKE NEGOTIABLE + CAR + FULL BENEFITS

The Solutions Group is an innovative and highly successful computer software house and consultancy with clients ranging from City Institutions to Specialist Reinsurance Companies, Investment Groups and Commerce. Growth has and continues to be both rapid and profitable and the Group is poised for further expansion in both the UK and Europe.

Reporting to the Managing Director, the role of Finance Director is wide ranging and plays a key role in the future growth and financial development of the Group. The position has prime responsibility for all financial and management accounting procedures, with a strong emphasis on planning and forecasting and the control of the Group's finance and reporting functions, as well as participation at Group presentations and the initiation of system developments.

You will be a qualified accountant with sound financial and commercial acumen and experience of the computer industry. Equally important are the personal qualities which must include a pragmatic approach, organisational ability and judgement combined with the excellent communication skills necessary to develop the function effectively in line with business needs.

The salary agreed will be negotiable and a comprehensive benefits package is available.

Please write enclosing a comprehensive curriculum vitae to  
Mr K J Lyons, Personnel Manager, Financial Solutions Limited,  
Dextra Court, Chapel Hill, Basingstoke, Hants, RG21 2SY.

## FINANCIAL CONTROLLER

Cambridgeshire

c £35K + car + bonus etc

Our Client, part of a successful British based International Group, specialises in custom thick film hybrid micro-circuits, for both the Commercial and Defence sectors. The company is in a growth phase with a young, ambitious management team.

Reporting to the M.D., whoever is appointed will be a qualified accountant (probably ICMA) with substantial experience gained in a manufacturing environment including batch production. Possessing good man-management and communication skills and literate in computer/systems he/she will have experience of asset control, financial management and statutory accounts together with substantial experience of costing systems. M.O.D. accounting experience would be an advantage.

It is expected that the right person, probably in the 35 to 45 age group will have the maturity, stature and business acumen to contribute not only on the financial front but also on overall business strategy.

The remuneration package includes a competitive salary, company car, significant bonus, good pension and private health schemes and relocation assistance where necessary. Career progression opportunities are excellent. If this opportunity interests you, please write with full career details to:

Dirk Degenhart (Ref: FC 1003), Dirk Degenhart & Partners Limited,  
Swan Centre, Fishers Lane, London W4 1RZ.  
Tel: 081-994 1331 (office hours) 081-994 2157 (evenings and weekends).  
Fax: 081-994 9288 (24 hours).

## The Top Opportunities Page

Appears in the Financial Times every Wednesday

For further information please contact

Stephanie Spratt 071-873 4027

Elizabeth Arthur 071-873 3694

## Europe, Africa, Asia

Major US multinational seeks next generation of financial managers for subsidiaries throughout Europe and worldwide

This company has manufacturing operations in most European countries. With 40,000 employees in this region and sales of US\$3.5 billion — opportunities for achievers are unlimited.

The European Audit team is seen as the priority route for promotion into these roles. It has 15 members, drawn equally from public practice, industry and commerce. This active policy of Internal Advancement has resulted in several promotions to middle and senior management (line functions) in the last year. Due to a recent promotion, they now seek a:

## Regional Audit Manager — Designate

BRUSSELS

US\$80,000

TAX EFFICIENT  
PLUS BENEFITS  
PLUS CAR

Based in Brussels, and reporting initially to the Regional Audit Manager, you will be responsible for supervising professionals in the conduct of financial and operational audits, as well as assisting in the management of the European regional office, including budgeting, scheduling, training and recruiting.

Candidates should be graduate Chartered Accountants or hold an MBA degree, aged 30 to 36, and have experience of both auditing and line management. Fluency in English and at least one other language, along with a willingness to travel (40% content), are required.

This is a high profile appointment, dealing with top-level international management. Remuneration will include an excellent tax efficient salary and a fully expensed company car.

## Operational/Financial Auditors

Based in Brussels, you will join a young, dynamic and international team which answers directly to the USA. Reporting to an Audit Manager, you will immediately commence work on financial and operational audits and ad hoc assignments.

Qualifications required include:

- a university degree and/or accounting qualification.
- at least 3 years relevant financial experience.
- fluency in English. Other language ability would be an advantage.
- mobility. Prepared to travel 75% (return to base at weekends).

You will be dealing with top international management. Having already demonstrated success nationally, you will be looking to progress to the international arena, where the rewards for success are outstanding.

NICHOLSON  
INTERNATIONAL

## Venture Capital

Grosvenor Venture Managers is a leading independent company, with a substantial and highly successful investment portfolio.

- **RESPONSIBILITY** is to a Main Board Director for active involvement in the investment process from initial marketing, through analysis and investigation to negotiation and performance monitoring.
- **THE NEED** is for a qualified accountant aged between 27 and 35, with commercial acumen and a record of relevant experience in venture capital or perhaps corporate finance or the professions. Initiative, opportunism, pace and a sense of priorities are key characteristics.
- **COMPENSATION** up to £50,000 plus carried interest.

Write in confidence, enclosing Curriculum Vitae and quoting reference: 7366/FT to:

TK

SELECTION

8 Hallam Street, London W1N 6DJ. Telephone: 071-580 6113, Fax: 071-631 5317

A DIVISION OF TYZACK &amp; PARTNERS

## FINANCE DIRECTOR

### International Scope

£45,000 + high bonus + car

Fast expansion by acquisition and organic growth is the keynote for this major division of a large household name and UK based PLC. From headquarters in the East Midlands the divisional executive team has been tasked with the worldwide development of a business supplying consumer goods. The nature of the role will ensure excellent wide ranging experience in a Group committed to quality.

The divisional Finance Director will play a pivotal role in reviewing, communicating, and advising on performance throughout the division. This involves ensuring that a well developed control and reporting infrastructure is in place in all profit centres. As a member of the divisional executive team, the appointee will evaluate new and existing business opportunities both in the UK and overseas and provide advice on the financial implications of available options.

The candidate sought must be able to apply their

financial skills to the commercial advantage of the business. This will require first class interpersonal skills combined with a proactive approach to both problem solving and the review and presentation of financial information. Aged late 20s to mid 30s, they will be qualified accountants with ambition, drive and a willingness to travel.

As the division grows, there is the prospect of both working overseas and moving into general management. Being a performance oriented business moreover, remuneration includes high bonus potential.

Please reply in confidence, giving concise career, personal and salary details to Michael Fahey quoting Ref: L565.

Egor Executive Selection  
58 St. James's Street  
London SW1A 1LD

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### ACCOUNTANCY PROBLEM SOLVER

for immediate assignment. Top quality work and excellent results assured at competitive rates. Fully qualified, results - oriented graduate accountant with excellent breadth and depth of experience.

Excellent references.

Please contact:

Mr John Stafford,  
77 Queenstown Road,  
London SW8 3RQ.  
Tel: 071-720 9773

for professionally written  
curricula vitae. Established 1983.  
Literature available on:

071-233 5560/61

12 Eccleston Square, London SW1V 1NP

FACULTY OF  
CVS

JOYCE LEE

## Financial Director

Essex

c £33,000 Base + Bonus + F/X Car

The company is a major subsidiary of a leading engineering PLC manufacturing capital goods. Turnover is £30m of which 70% is exported.

This is a Board appointment, reporting to the Managing Director. You will be an integral part of the company's top management team and contribute significantly to Board level decisions. You will assume responsibility for the finance function and data processing, as well as company secretarial duties.

You will be a qualified accountant, preferably aged 35-45, with substantial manufacturing experience. Knowledge of stock control techniques, standard costing and systems

development will be a major advantage. You should have drive, determination and self-confidence and you will be expected to make a creative commercial input.

There is an attractive remuneration package which will include a substantial bonus element, and relocation expenses if appropriate.

Please reply in confidence, giving concise career, personal and salary details to Tina Shortman, Ref. GLO/252, Michael Page Finance, Windsor Bridge House, 1 Brocas Street, Eton, Berks SL4 6BW.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

Price Waterhouse



EXECUTIVE SELECTION

## UK Taxation Manager

£55-60k plus bonus Thames Valley

Focused, acquisitive, international and highly profitable - this UK based group has earned its reputation for being one of the dominant players in all its key fields of operations.

Leading a team of two professional staff, and reporting to the Group Director of Taxation, your prime task will be the optimisation of the Group's UK tax position. Such a role will focus, in particular, on the formulation and implementation of UK taxation strategy, having given due regard to all pertinent commercial factors. In addition, the Group's annual tax and year end programmes are especially complex, and their

efficient and effective management is a high priority.

A positive approach to tax planning, proven technical and management expertise, a strong accounting bias, and the consequent professional and personal credibility are critical foundations for success. ACA/ATII are desirable. In return, this will be an intellectually demanding and high profile role within an achievement-orientated environment. As such, it is both an ideal move for a senior manager within the profession, and a step-up for the ambitious commercial tax advisor already in commerce/industry.

The remuneration package, including bonus, fully expensed car and other senior level benefits, reflects the high level of commitment and energy that the Group requires. To pursue this further, either telephone Hamish Davidson for an informal and confidential discussion, or write to him quoting reference H/1138/FT.

Executive Selection Division  
Price Waterhouse  
Management Consultants  
Milton Gate  
1 Moor Lane  
London EC2Y 9PB  
Tel: 071 939 6312  
Fax: 071 638 1358

c. £50,000 package

Retailing

North East

## Finance Director

A well established Northern stores group, part of a successful listed retail plc, requires an experienced finance professional to develop financial management and computer systems. Current turnover is in excess of £40 million. Outstanding opportunity directly to improve profitability and performance in a thriving business and play a key role in the realisation of substantial expansion plans. Significant career opportunities.

## THE ROLE

- Provision of accurate, timely management information to improve control, decision making and working capital management
- Upgrading accounting and MIS systems. Forging close links with senior operating management and developing the central accounting team.
- Member of subsidiary board determining future strategy to include organic and acquisitive growth.

London 071-973 0889  
Manchester 061-941 3818

**Selector Europe**  
A Spencer Stuart Company

Please reply, enclosing full details to:  
Selector Europe, Ref F2191/20L  
16 Connaught Place,  
London W2 2BD.

## Assistant Group Treasurer

Nottingham

To £45,000 + Benefits + Car

The Boots Company PLC is one of the top 30 UK companies by market capitalisation. The Group's recently expanded retailing activities are well known, but a third of profits come from the manufacture and marketing, world-wide, of consumer goods, ethical and OTC pharmaceuticals. There is a substantial UK property portfolio. There are operating subsidiaries in some 20 countries.

The Treasury Department, reporting to the Group Finance Director, is responsible for all treasury matters throughout the Group. The size and diversity of activities provides exposure to a wide range of interesting problems and plenty of opportunity for an able person to add

**The Boots Company PLC**

An equal opportunity employer

value to the business. The Assistant Group Treasurer will be involved in all aspects of the work and will deputise for the Group Treasurer.

Candidates should be well qualified graduates, with at least 5 years' recent responsible experience of treasury work in a major UK based multi-national group. Professional competence must be coupled with the management skills and personal qualities necessary to influence thinking and action within the wider organisation.

Please write enclosing a comprehensive CV to: John Muncey, Director of Development (Group Personnel), The Boots Company PLC, Head Office, Nottingham NG2 3AA.

## Exceptional Young ACA

Yorkshire

c £35,000 + Car + Benefits

Our client is an autonomous, highly profitable subsidiary Group of a renowned multinational engaged in the manufacture and marketing of a diverse range of fast-moving consumer products. The Group, which has manufacturing sites in the UK and Europe, has undergone significant change and is now poised to exploit the opportunities presented in world markets.

They now seek to appoint a high calibre Chartered Accountant to assume full responsibility for the finance function of the business. Initial emphasis will be placed on improving the quality of management information systems, with an ongoing brief to participate fully in the management of continued profitable growth both organically and through acquisition.



**Michael Page Finance**  
International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide

Candidates, aged 30-35, will be graduate Chartered Accountants who can demonstrate not only strong technical ability, but also first-class interpersonal skills and the leadership qualities required to succeed in this dynamic environment. Significant exposure within a manufacturing operation is considered essential for success within this role. Career prospects are excellent and a comprehensive benefit package including full relocation facilities is available.

Interested applicants should contact James J. Russell, quoting Ref. L8550, at Michael Page Finance, Leigh House, 28-32 St. Paul's Street, Leeds LS1 2PX. Tel: (0532) 450212.

## Financial Controller

Up to £35,000 + Car

London

Our client, part of a major worldwide group, plans to build a substantial international business from an established UK base, which itself has great potential for growth.

Reporting to the MD, you will provide a senior accounting service for the UK and, in due course, continental Europe. Main responsibilities will be to maintain and improve financial controls, review performance through providing financial and management

information, contribute to strategy and advise on taxation and other financial matters.

You will be professionally qualified and have at least five years' experience of finance, taxation and strategy in a large international company.

Please write in confidence - giving full career and salary details, to: Ian Simons, Ref: 27012, MSL International (UK) Ltd, 32 Aybrook Street, London W1M 3JL.

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## EFFECTIVE TIME MANAGEMENT

THE GRAND HOTEL,  
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8.30am - 9.30am

The talk will be given by Roy Brighton, a Director of Time Manager International who will cover:

- Balancing day-to-day demands with meeting long-term goals.
- How to gain overview and control.
- Making more effective use of your time.
- Effective use of your diary.
- Handling "Time Stealers".
- Managing the desk.

Roy Brighton is a Director of Time Manager International: perhaps the world's best-known training organisation recognised in 38 countries for its range of personal and corporate development programmes.

An Accountant by profession, he became one of the two founder members of the company in 1978 with his main responsibilities encompassing TMI's sales, marketing and public relations functions.

Before joining the company, he worked for 15 years within the computer industry, having previously worked as Revenue Accountant with the British Transport Commission.

Roy Brighton regularly lectures both in the UK and abroad.

(Places at the breakfast are strictly limited).

If you wish to attend, please write to Jackie Bressington at Robert Half, Freepost, 33 Wins Street, Bristol BS1 3QX. Telephone: 0272-252572.

HUMBERSIDE



## Finance Director

Success through people

£35,000 + car + benefits

■ Our client, Humber Side Training and Enterprise Council, is a newly formed, independent company established to provide training under Central Government programmes and locally generated initiatives, run by an energetic management team committed to realising the TEC's vision for the community of Humber Side.

■ Uniting local businesses and individuals in the community, the potential for success is considerable, maximising the use of funding provided by Government and other sources to build the skills and effectiveness of the local workforce.

■ At a time of exceptional challenge and in line with the strategic plan, the Managing Director seeks to strengthen the executive Board by recruiting an innovative Finance Director who will take full responsibility for financial management. A demanding task, combining commercial and public sector financial procedures.

■ The ideal candidate, a qualified Accountant with wide commercial experience, will have already demonstrated the

ability to operate in a senior financial position at strategic level whilst retaining the capacity and preparedness to be a 'hands-on' manager with a strong team management style; someone with the personal authority to deal with people from all areas of industry and the local community.

■ Interviews will be held in our offices in Hull and Manchester.

■ Applications should be made in writing with a full CV and current remuneration package, quoting reference F/8224, to Julie Meakin, Ernst & Young Corporate Resources, Lowry House, 17 Marble Street, Manchester M2 3AW.

**ERNST & YOUNG**

1991

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# Group Finance Director

## Quoted British Services Group

To £70,000 package

Our client has grown rapidly into a sophisticated and successful Plc. An experienced hands-on finance professional is now needed who can implement the tight financial and treasury controls necessary to underpin its future development.

### THE COMPANY

- Dynamic quoted British Plc with 15 transportation, distribution and civil engineering subsidiaries.
- Record of profitable growth from £5m to over £100m turnover in 7 years.
- Strongly managed from lean Head Office.
- Top group finance role; reporting to Chairman and CEO with experienced team.
- Develop and implement tight financial controls and treasury management appropriate for a major Plc.

- Emphasis on tough cash management and making assets work. Contribute to strategic development.

### QUALIFICATIONS

- Qualified accountant with extensive experience from large group. Age open.
- Strong background in both financial control and treasury risk management. Creative approach.
- Positive, diplomatic and energetic personality to lead team and get results from operating companies.

Please write, enclosing full cv. Ref BK0936  
NBS, Bennetts Court, 6 Bennetts Hill,  
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# Accounting and Finance Manager

c. £40,000 + two cars

Nissan Motor Company plans to establish its own dealer network, operational from early 1992. Nissan is dedicated to providing the highest quality in all its services, from dealer support to customer service.

Now, Nissan is seeking an Accounting and Finance Manager to take responsibility for setting up and ensuring the smooth operation of accounting, financial and treasury services.

This means that you'll be involved in a wide range of activities - controlling the company's financial affairs, producing statutory accounts, monthly management accounts, dealing with audit requirements and handling corporate tax affairs. Additionally, you'll produce medium and long term financial forecasts, and cash flow plans.

A qualified accountant, you should be educated to degree level and be aged between 35-45. You should also be able to demonstrate

career success as an accounting and finance manager, ideally in the motor sales industry or a trading house, and preferably have experience of setting up new computerised accounting and internal management systems.

This is an excellent opportunity to demonstrate your talents and capabilities in an environment which quickly recognises and rewards success. The attractive salary and benefits will fully reflect the importance placed on this appointment. Generous assistance with relocation will be provided, where appropriate.

Please write with full career details and current salary package, quoting reference FT.2165 to our consultant, Jim Ranger, MSL International (UK) Ltd, 32 Aylbrook Street, London W1M 3JL. All applications will, of course, be treated in the strictest confidence.

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# Financial Adviser to £31,500

We seek an ambitious Accountant for our Central London offices who is keen to broaden professional skills in a wide range of financial areas and ready to develop an ability to contribute to policy formulation. The successful candidate will be able to demonstrate a commercial approach and will have the communication and interpersonal skills needed to act as internal consultant to the Ministry and its Executive Agencies at senior levels.

You must be a member of CACA, ICA, CIMA or CIPFA and have a successful track record in the private or public sector, and the ability to lead a small but dynamic Ministry team. The appointment will be for a five year term, with the possibility of extension or permanent appointment.

Performance related salary increases are available to £34,000. There is a non-contributory pension. This post provides an excellent opportunity to play an influential role in the development of financial systems in a major government department. It offers good prospects for advancement.

Interviews will be held in London on 16 April 1991.

Please submit your CV providing full personal and career details, including current salary and the names of two referees by 21 March to Mrs Lindsay Harkett, Ministry of Agriculture, Fisheries and Food, Room 417, Victory House, 30-34 Kingsway, London WC2B 6TU. Further information concerning the post and how it fits into the work of the Ministry are available on request.

The Ministry of Agriculture, Fisheries and Food is an Equal Opportunities Employer.



Our client is seeking to appoint additional Corporate Finance Executives to work in transaction teams on a wide range of assignments including both domestic and international deals.

Candidates, who are likely to be qualified accountants, must be self-starting, resilient and flexible individuals who can work on several projects at once. They should be able to demonstrate an early potential for creative thinking to assist in transaction work and to contribute to developing the client base. Personality and

professional skills will be needed in order to gain the respect of both senior client company executives and colleagues within the department. Age range 24-28.

For further information and a confidential discussion contact Howard Foster on 071-387 5400 (evenings on 0727 55639) or write to him at Financial Selection Services, Drayton House, 30 Gordon Street, London WC1H 0AN.



FINANCIAL  
SELECTION SERVICES

DRAYTON HOUSE, GORDON STREET, LONDON WC1H 0AN. TEL: 071-387 5400. FAX: 071-388 0857

# FINANCE DIRECTOR

c. £30,000 + car

The company, recently acquired by a major international group, designs, manufactures and distributes engineering products. With some 400 employees and turnover of approximately £15 million, the company is profitable and a leader in its field.

The Finance Director will report to the Managing Director locally, and to the Divisional Controller. Heading a small department, he will be responsible for introducing modern systems of reporting, including data processing.

Candidates, who are likely to be aged 30-35, should be qualified accountants with industrial controllership experience. An understanding of group procedures is also required.

Please write, enclosing cv, to The Executive Selection Director, Nicholas Angell Limited, 11 Waterloo Place, London SW1Y 4AU. Fax: 071 925 2369.

**NICHOLAS ANGELL**  
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Qualified Accountant required with M.I.S. experience to work for a small company in Central London.

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Jennifer Hudson

071 873 3607

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071 873 3460

Teresa Keane

071 873 3199

# Financial Controller

Top management level appointment  
with significant career opportunities

c. £30,000 + Car

My client, the subsidiary of a major multi-national company, is an established name within its industry sector with a well deserved reputation for technical innovation and product quality.

Following an internal promotion, they are seeking an individual to head the finance function and to assume the role of Company Secretary. You will be responsible for directing and managing all aspects of the finance department to ensure that the company has the necessary controls and information to enable it to achieve its business objectives.

We would like to talk to individuals, probably in their late twenties or early thirties who can demonstrate a successful track record within finance in batch manufacturing businesses. You will be qualified but most importantly bring more than just technical ability to the role. We will also be seeking evidence of well developed management skills and a practical, solutions orientated approach to financial management.

Success in this role will lead to more senior opportunities within a group which sets a high value on career development.

Applicants of either sex should apply in confidence, to Bob Wilson on (0962) 844242 (24-hour service) Fax No. (0962) 841998 or write to Johnson Wilson & Partners Ltd, Clarendon House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref: 408W.

**Johnson Wilson & Partners**  
Management Recruitment Consultants

Part of a major European Bank, this company is one of the fastest growing small ticket finance organisations in the UK. The environment is particularly challenging so excellent commercial judgement will be a crucial factor in this highly visible role.

Reporting to the Operations Director, the position will have a diverse and wide ranging brief. Prime responsibilities will encompass the provision of financial and credit analysis, underwriting major proposals, monitoring large exposures, advising and supporting senior managers in financial assessments and some project work.

Graduate calibre candidates, probably aged in their 30's, should be an underwriting professional with 5 years experience of managing a wide portfolio of loans including large exposures. A clearing bank or a financial services company background will be ideal.

Excellent written and verbal communication skills are important as there will be much liaison and contact with the national Branch network. Sound commercial judgement, drive and a positive business attitude are essential in this senior demanding role.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, M. Gould, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB. 071-734 6852, Fax: 071-734 3738, quoting Ref. H1312/FT.

# Credit Manager

London,

c. £37,500, Car

# Hoggett Bowers

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# Joint Ventures Control with Broader Management Responsibilities

## Oil Company

c. £40,000

This London based oil company has substantial production revenue, is involved in several significant developments, including its first as operator, and plans to invest \$400 million in the UKCS over the next five years. It now needs a top calibre accountant both to lead its joint venture accounting team and to assume an increasing level of responsibility for the day to day running of the accounts department.

You will enjoy a high profile and wide workscope which includes the financial control of the company's interests in two major North Sea developments. The accounting system has recently been streamlined and you will have the chance to enhance procedures further.

The remuneration package is particularly competitive and includes a quality car and attractive share scheme.

Please telephone or write with CV in complete confidence to: Sue Jagger, Director, Simpson Crowden Consultants Limited, 97/99 Park Street, London W1Y 3HA. Telephone: 071-629 5909.

**Simpson Crowden**  
CONSULTANTS

# "High Energy Business Role"

Thames Valley

Our client is a high technology world leader in the micro-electronic components market with a turnover of around £1 billion.

The European Sales and Marketing Headquarters, based in the UK, has an opportunity for a visionary business controller.

Reporting to the European Finance Director you will be responsible for business planning, activity costing, forecasting and performance measurement. In addition you will be managing the business planning organisation both in the UK and Germany. The ideal candidate, in their late 20s or early 30s, will be a qualified accountant with a successful technical and management record within the commercial sector.

Applicants should be strategic in outlook, result orientated and with a communicative and persuasive management style. Good PC and system skills are also essential, as is a genuine international perspective.

As part of the succession planning programme it is envisaged that applicants should be capable of fulfilling the Director's position in the future.

Candidates should apply, with full career and salary details, to R. M. Bruce, Mercuri Urval Limited, 1-4 Portland Square, Bristol, BS2 8RR, quoting reference 175/81.

**Mercuri Urval**

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APPOINTMENTS ADVERTISING

## GUINNESS FLIGHT GLOBAL ASSET MANAGEMENT LIMITED

### FINANCE DIRECTOR (DESIGNATE)

**Investment Management**  
Guinness Flight Global Asset Management is a boutique investment management house. It is best known in the market for its currency and international bond management and it also has a sizeable international equity business. The company is 20% owned by management and 80% by Guinness Mahon Holdings plc and now Bank of Yokohama. It enjoys the benefits of their support, together with the autonomy of controlling the day to day business.

We are seeking to recruit a Financial Director (designate) to join the senior management team in continuing to consolidate and expand the company's business activities in all areas.

The ideal candidate will be aged 28-35 years, five or more years ACA qualified and with relevant financial services industry experience. They will have the enthusiasm, stamina and resilience to contribute to the aspirations of the senior management team, coupled with a willingness to do anything as required in a small company.

Company benefits include competitive salary, incentive scheme, quality car, an excellent pension scheme, private health care, and mortgage subsidy.

Please reply in writing with full CV to Veronica Burwood, Personnel Manager, Guinness Flight Global Asset Management Limited, 32 St Mary at Hill, London EC3P 5AJ.

## HEAD OF FINANCE

RATCLIFFE ON SOAR POWER STATION

**c330 K**  
PowerGen is one of the three main Generating Companies created from the Government's plans for the privatisation of the Electricity Supply Industry in England and Wales.

As Head of Finance at the Ratcliffe on Soar Power Station, one of our major Business Units, you will become responsible for all the Station's finance activities. Reporting to the Commercial Manager, you'll play a key role in formulating important commercial decisions, the main figure in developing the Station's business systems and management information reporting to meet the challenges of our new area.

In doing so, you will call upon your extensive knowledge of modern financial techniques and practices, your experience in developing computerised management information systems, your ability to communicate at all levels and your experience of managing a specialist team.

You'll have a professional accounting qualification, preferably Chartered, supported by a number of years' senior financial and management accounting experience, ideally gained in a plc environment.

In addition to an attractive salary and benefits package - which includes relocation assistance if required - you'll have the pleasure of working in a pleasant rural area less than 2 hours away from London by train.

Interested? Please write, enclosing your full cv with current salary details and quoting reference PV 126/91 to Mr J Head, Station Manager, Ratcliffe on Soar Power Station, Nottingham NG11 0EE. Interviews will be held on Tuesday 19th March 1991.

PowerGen is committed to Equal Opportunities.



## Finance Director WIGAN c. £43k + Car

With a turnover in excess of £100 million, Shearings is the market leader in coach holidays, each year providing UK and overseas travel and accommodation in over 500 hotels for over 1/2 million tourists.

This new position as our Finance Director offers exceptional opportunities to contribute to the strategic development of a company which has recently integrated its Transport and Holidays businesses.

Naturally, we're looking for a qualified and experienced Senior Accountant who can take responsibility for financial and accounting functions. However, just as importantly we need someone with a wealth of ideas, imagination and energy.

Perhaps currently head of a financial team in a small multi-site company, or an up and coming Finance Controller, you're now looking for a move that will bring greater challenge, motivation and reward.

Reporting to the Managing Director, it goes without saying that you must be used to making sound commercial decisions and possess the persuasive leadership skills that will inspire your colleagues.

Apart from the professional satisfaction of a fulfilling career, the financial rewards and benefits are substantial.

If you have the drive and enthusiasm demanded by this post please write to Jane Burke, Personnel Controller, Shearings, Miry Lane, Wigan WN3 4AG.



## HOTEL MANAGEMENT GROUP require a FINANCIAL DIRECTOR

Challenging new position is offered in a fast expanding company. Salary is negotiable, and the package will include a car and other benefits.

Please reply with full CV to:  
Paul Collin FCA  
FMCB Management Consultants Ltd  
Hathaway House, Popes Drive  
Finchley, London N3 1QF  
Tel: 081-346 6446,  
Fax: 081 349 3990

## TAYLOR NELSON Management Accountant London

Salary to £25k  
Taylor Nelson Group Ltd is a leading Market Research agency providing marketing expertise to major Blue Chip Companies within the UK and Internationally.

We are seeking to recruit a commercially aware, newly qualified ACMA who can provide a professional management accounting service to our Marketing Divisions.

The candidate must be a good communicator and able to establish credibility with senior management. We are particularly interested in candidates with experience of PCs who can contribute to the development of computerised information services.

We offer a competitive salary and benefits package as well as excellent career prospects. Please apply by sending a full CV to Amanda Wheeler, Personnel Controller, Taylor Nelson, 44-46, Upper High Street, Epsom, Surrey KT17 4QS

## ZAMBIA NATIONAL COMMERCIAL BANK LIMITED (REGISTERED COMMERCIAL BANK)

CHIEF ACCOUNTANT - INTERNATIONAL BANKING DIVISION  
The Bank wishes to recruit a Chief Accountant for its International Banking Division in Lusaka, Zambia.

### THE RULE:

- Responsible to the Director of International Banking Division for all accounting/control functions of the Division.
- Manage the foreign currency funds of the bank in a prudent and profitable manner.
- Control the foreign currency accounts of the Bank with various correspondent banks.
- Supervise the reconciliations of nostro accounts of the bank.
- Develop and maintain meaningful management information system for the Division.

### THE QUALIFICATION:

- A graduate, ideally 35-40 years old, with an ACIB/ACA/ACCA qualification.
- Have in depth experience in the accounting functions in the International banking department of a commercial bank.
- Have experience in computerised operations.
- Be highly motivated with strong leadership and intellectual qualities.
- Be able to demonstrate first class technical and interpersonal skills.
- Be able to motivate and train other staff.

Remuneration package for this position include highly competitive salary, Induction allowance, company car and several other perks enjoyed by expatriate staff in Zambia.

All replies in confidence with full C.V., indicating suitability to the position advertised, and copies of academic/professional qualifications should be addressed to:

The Managing Director,  
Zambia National Commercial Bank Limited,  
c/o London Branch,  
19/23 Moorgate, London - EC2R 6AR

To reach us before 31st March, 1991.

(No Agencies)

## District Director of Finance

£36,000 p.a. plus up to

20% performance related pay and other benefits

An excellent career development opportunity now exists for an enthusiastic, innovative and qualified accountant, with experience at a senior level in large public or private sector organisations, to succeed our present Director who leaves in May.

The role is to ensure that the £67 million we spend annually is used to best effect and to help lead the organisation through the complex and challenging changes in the 90's, consequent upon the NHS reorganisation.

Winchester is a progressive, growing District serving a population of 212,000. We have a record of innovation and achievement particularly in Resource Management, Information Technology and Quality Management.

Further information and application form available from District Personnel, Kings Walk, Silver Hill, Winchester SO23 8AS. Tel: 0962 626280.

Closing date 18th March 1991.



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CV please to Bryan Wilcock  
Fax 061 228 6622  
Graphic Palette  
15 Newton Street  
Manchester M1 1HE

## ACCOUNTANT

A growing International Property Group has expanded its interests in an established UK Property Company and now seeks an ambitious, newly qualified accountant to assist the Finance Manager to create a full accounting, treasury and planning function.

Principle responsibilities to include:

Management reporting  
Treasury  
Financial planning  
Fiscal & legislative compliance  
Supervision and control of the accounting department.

Salary c£23,000 plus benefits.  
Applications with CV to Box H8156,  
Financial Times, One Southwark Bridge,  
London SE19HL

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